

THE HOME ADVANTAGE

2012 ANNUAL REPORT



OLYMPIC
SOLIDARITY

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Message by Sheikh
Ahmad Al-Fahad AL-SABAH



Unwavering support for the Olympic Movement

The year 2012 concluded the quadrennial plan very successfully, with a major event that caught the attention of the whole world, namely the Games of the XXX Olympiad in London. For its part, Olympic Solidarity was holding its breath for the Olympic scholarship holders whom it had supported through its flagship programme devoted to the athletes. No fewer than 1,264 scholarship holders from 177 National Olympic Committees (NOCs) benefited from ideal training conditions to prepare for the Olympic qualification events. Among them, 657 participated in the London Games, winning a total of 76 medals. The impact of this programme on the NOCs and athletes is obvious. It provides equal participation opportunities and offers less advantaged countries the possibility to line up one or more athletes in different disciplines.

This annual report, backed up by results, also shows the positive impact that Olympic Solidarity World and Continental Programmes have had on the work of the NOCs. Olympic Solidarity has been ensuring that the funds allocated to each of the programmes are used in an optimal way, not only with regard to athlete development, but also for training coaches and sports leaders, as well as for promoting the Olympic values.

Besides the work undertaken to run successful World and Continental Programmes, Olympic Solidarity has concentrated on evaluating the 2009–2012 period and developing the NOC programme guide for the new quadrennial plan. The content of this guide was prepared taking into account both the opinions and needs that had been expressed by the NOCs and the results of the internal evaluation of programmes and procedures.



Opening Ceremony –
Games of the XXX Olympiad
in London
© Getty Images/Jamie Squire

To accomplish its task, Olympic Solidarity can count on its numerous partners, in particular the continental associations, through the intermediary of the continental offices. Besides their constant support throughout the plan, these associations participated, as usual, in producing this report in the framework of the continental programmes.

We can be satisfied with what has been achieved. The task is a major one, and we shall increase our efforts to continue to guarantee the NOCs unfailing support to develop sport at every level and to ensure the future of Olympic Solidarity's programmes.

On behalf of the Olympic Solidarity Commission, which I am honoured to chair, I should like to thank the staff of the Lausanne office and continental offices within the continental associations, as well as the NOCs, for their commitment to the Olympic Movement and on the ground, at the heart of the action, to achieve the objectives set for 2012 and beyond.

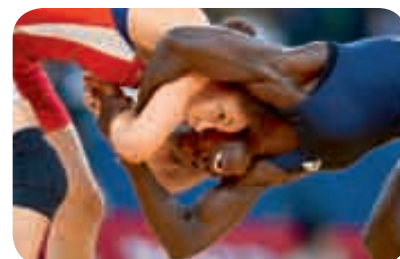
Sheikh Ahmad Al-Fahad AL-SABAH
Chairman of the Olympic Solidarity Commission

Showing solidarity at every level so everyone's a winner

Colombian Olympic scholarship
holder Mariana Pajon Londoño
© Getty Images/Phil Walter



Olympic scholarship holder
Isabelle Sambou (right) from Senegal
© Getty Images/Lars Baron



The final year of the 2009–2012 quadrennial plan was a period of intense activity for Olympic Solidarity. The main challenge was to carry out everyday tasks and continue to implement the activities launched since the start of the plan, while at the same time looking to the future by preparing the new 2013–2016 quadrennial plan.

This preparatory work was carried out in several stages. During the first quarter of 2012, the Olympic Solidarity office in Lausanne asked the NOCs, the primary beneficiaries of the programmes, for their feedback on the 2009–2012 quadrennial period and to present their needs and hopes for the future. Some of the NOCs also met staff from the Lausanne office at the ANOC General Assembly held in Moscow in April. Olympic Solidarity was therefore able to obtain a clear idea of each NOC's individual situation in relation to the current programmes and activities. In parallel, it carried out an internal evaluation in collaboration with the continental associations, particularly regarding the continental programmes.

The evaluation process provided an in-depth analysis of how the 2009–2012 plan had functioned, as well as some concrete results. The resulting proposals were presented to the Olympic Solidarity Commission at its meeting in Mexico City (Mexico) in October. The Commission was therefore able to determine the orientation, strategy and structure of the next quadrennial plan, and the associated programmes and budgets. The final part of the year was devoted to the preparation of the programme guide, which was sent to all the NOCs at the end of December.

The results of the Olympic Scholarships for Athletes "London 2012" programme were a particular highlight of this Olympic year. The 1,264 scholarship holders were constantly monitored throughout their journey: their preparation, participation in qualifying events and, for some of them, the possibility of receiving an invitation place in accordance with the criteria drawn up by the Tripartite Commission (ANOC/IFs/IOC). During the London Games, Olympic Solidarity followed the results of the 657 participating scholarship holders on a daily basis. Team sports were also supported, with a total of 118 teams receiving assistance during this plan, all sports combined.



Malaysian Olympic scholarship holder Chong Wei Lee
© Getty Images / Michael Regan



Olympic scholarship holder Cristina Iovu from the Republic of Moldova
© Getty Images / Laurence Griffiths



Olympic scholarship holder Itte Detenamo from Nauru
© Getty Images / Lars Baron

Olympic Solidarity took advantage of the numerous events that were held throughout the year to strengthen its links with the beneficiaries of its programmes, as well as its various partners. These events included the regional and continental meetings of NOCs, Regional Games, different modules of MEMOS (Executive Masters in Sports Organisation Management), coach training courses and other meetings related to the promotion of Olympic values, such as the World Conference on Women and Sport in Los Angeles (USA) and the World Conference on Sport, Education and Culture in Amsterdam (Netherlands).

Finally, despite a busy calendar in 2012, Olympic Solidarity continued to visit the NOCs in order to learn more about their needs and improve the level of assistance, as well as to ensure that they were meeting their obligations towards the Olympic Movement. Six NOCs (Lesotho, Lithuania, Myanmar, Namibia, Uzbekistan and Chad), representing three different continents, were evaluated in this way in 2012.

Olympic Solidarity Pursuing a great idea

The 60th IOC Session in 1962
© IOC



Mario Vázquez Raña's
speech at the Olympic Congress
in Baden-Baden in 1981
© IOC



In order to support a number of National Olympic Committees (NOCs) located in countries which had only recently become independent, the IOC decided at the beginning of the 1960s to organise its own methodical, comprehensive assistance programme to help the NOCs and, through them, the development of sport and the Olympic ideals. In 1962, Count Jean de Beaumont created the Committee for International Olympic Aid, which the IOC Executive Board adopted as an IOC Commission in 1968. When it merged with a similar body set up by the Permanent General Assembly of the NOCs, this Commission finally became, in 1971, the Committee for Olympic Solidarity.

Between 1973 and 1978, efforts continued with the aim of improving the assistance offered to the NOCs that needed it most, although the lack of funds meant that very little progress was made in this area. It is worth remembering that, during the 1960s and 1970s, more than 50 new NOCs were established in countries with very few resources, where assistance was therefore needed for the development of sport.

In 1979, at the constituent assembly of the Association of the National Olympic Committees (ANOC) in Puerto Rico, the IOC was asked to allocate NOCs 20% of the television rights earmarked for them. In 1981, at the Olympic Congress in Baden-Baden, the IOC President at the time, Juan Antonio Samaranch, and the ANOC President, Mario Vázquez Raña, decided to create the Olympic Solidarity Commission, which was meant to serve the interests and meet the needs of the NOCs. It was chaired by the IOC President.

Starting at the Games of the XXIII Olympiad in Los Angeles in 1984, the increase in revenue from television rights meant that help was offered no longer in the form of a general subsidy, but in accordance with an income management structure that met IOC criteria. Since 1985, the Olympic Solidarity Commission has enjoyed administrative independence in conformity with its remit, and its structure has enabled it to develop its activities on a quadrennial plan basis.

In 2001, the IOC President, Jacques Rogge, decided to strengthen the work of the Olympic Solidarity Commission and to create continental programmes to respond to the needs, priorities and interests of the NOCs and the particularities of their continents. To this end, he restructured the Commission and appointed Mario Vázquez Raña as its Chairman.

The Commission's work, in connection with the rise in Olympic Games TV rights income, has resulted in the launch of some major NOC assistance programmes during the past six quadrennial plans.

Olympic Solidarity Commission Giving vital impetus



Technical course for athletics
coaches in Lao PDR
© NOC of PDR Lao

The Olympic Solidarity Commission was created to accomplish the tasks entrusted to it according to the Olympic Charter, and it is composed of individual members designated by the IOC President. It is responsible for defining the main courses of action and managing the activities of Olympic Solidarity, for example by approving programmes and the related budgets and monitoring their implementation. In order to fulfil these tasks, the Commission enjoys financial, technical and administrative independence, and reports to the IOC Executive Board and President, keeping them regularly informed about its activities.

The Olympic Solidarity Commission relies on the Olympic Solidarity international office in Lausanne to implement, execute, monitor and coordinate all its decisions. This office is fully answerable to the Olympic Solidarity Commission.

Olympic Solidarity Commission at 31 December 2012

Chairman : Sheikh Ahmad Al-Fahad AL-SABAH
Members : Husain AL-MUSALLAM
Ricardo BLAS
Richard Kevan GOSPER
Patrick Joseph HICKEY
Gunilla LINDBERG
The Grand Duke of LUXEMBOURG
Julio César MAGLIONE
Robin E. MITCHELL
Raffaele PAGNOZZI
Intendant General Lassana PALENFO
Richard PETERKIN
Yumilka RUIZ LUACES
Jimena SALDAÑA
Khaled ZEIN EL DIN

The advantages of programmes for NOCs

Technical course for tennis coaches in Vietnam
© NOC of Vietnam



For the 2009–2012 quadrennial plan and in accordance with the text of the Olympic Charter, Olympic Solidarity continued to concentrate its efforts on providing assistance to all the NOCs, particularly those with the greatest needs. The help given to the NOCs for the development of their own structures enables them to fulfil the responsibilities which have been bestowed upon them by the Olympic Movement, particularly by assisting athletes and promoting the Olympic ideals. NOCs are therefore in a position to consolidate their place and role within the Olympic Movement in general and within their own national structures.

To help them fulfil these responsibilities during the quadrennial period, Olympic Solidarity offered the NOCs an efficient consulting service to assist them in gaining access to financial, technical and administrative assistance through :

- World Programmes, which covered and reinforced all the main areas of sports development ;
- Continental Programmes, designed to meet some of the specific needs of each continent ;
- Olympic Games Subsidies, which complemented the range of programmes and offered financial support to NOCs before, during and after the Games.

The key concept was based on autonomy between the World and Continental Programmes, but with complementary objectives and complete coordination in their management and implementation.



Greater autonomy for everyone



Parallel team event –
1st Winter Youth Olympic
Games in Innsbruck
© Getty Images/Shawn Botterill

Olympic Solidarity's general development strategy for the 2009–2012 quadrennial plan was based on the principles approved by the Olympic Solidarity Commission for the previous plan. The primary stakeholders have recognised the positive impact of the decentralisation policy based on the Continental Programmes, which is supplemented by the continued centralised management of the World Programmes by the Olympic Solidarity international office in Lausanne.

To take further steps in the same direction, the funds available for the Continental Programmes had been increased, and the continental associations had free choice when it comes to the distribution of these funds, within the total amount allocated. The Continental Programmes should address the specific needs and priorities of the NOCs on each continent whilst, at the same time, complementing but not duplicating the World Programmes. Regular technical and financial monitoring was provided in consultation with the Olympic Solidarity international office.

The World Programmes followed the same pattern as for the 2005–2008 quadrennial plan, but with increased support for the athletes' programmes, particularly the Olympic scholarships for the XXI Olympic Winter Games in Vancouver in 2010 and the Games of the XXX Olympiad in London in 2012, and assistance for youth development with a view to selection for the Youth Olympic Games. NOCs benefited from simplified administrative procedures for all programmes and a more individual advisory service. Finally, the level of direct financial assistance to the NOCs was higher than in the previous plan.

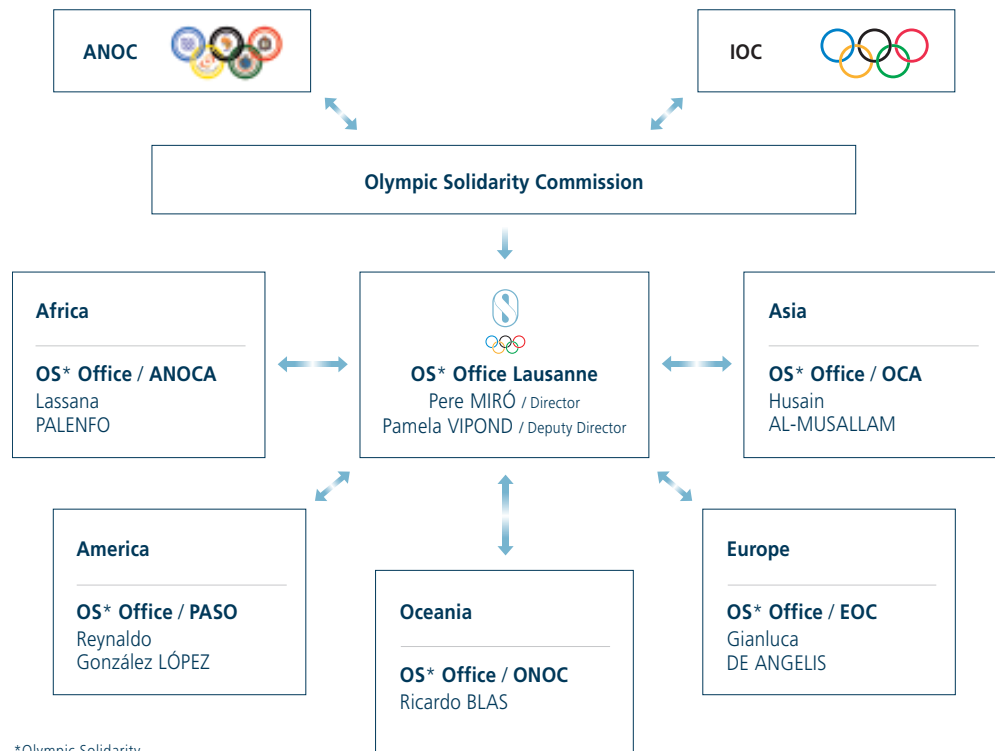
Olympic Solidarity structure and organisation

Women's sprint biathlon event –
1st Winter Youth Olympic
Games in Innsbruck
© Getty Images/Martin Rose



Olympic Solidarity's structure (international office and five continental offices), introduced in 2001, and general organisation have developed during the last quadrennial period. They have adapted to new organisational realities, and the role of each of the partners (Olympic Solidarity Lausanne, ANOC and continental associations) has been strengthened. At the same time, coordination between the partners has also increased and improved. To ensure that this proposed strategy for the 2009–2012 quadrennial plan achieves its objectives, this structure had to be consolidated in order to improve coordination and synergies on the one hand, and on the other, to strengthen the common working procedures already established in certain areas, in particular the global analysis of results, impact for NOCs and overall financial control.

Each continent has its own structure to enable it to develop and implement the Olympic Solidarity programmes at continental level. This structure depends exclusively upon the continental associations, which are responsible for ensuring that their offices perform well and efficiently manage the funds and programmes allocated to them.



*Olympic Solidarity

Olympic Solidarity International Office in Lausanne

The Olympic Solidarity international office in Lausanne continued its efforts to increase and enhance the quality of its services to programme beneficiaries and to offer them more flexibility. At the same time, it closely monitored the control of NOC expenditure in order to guarantee proper utilisation of the funds and complete transparency in all transactions.

Olympic Solidarity international office in Lausanne

- Director Pere MIRÓ

Programmes for Coaches – Relations with Africa and Europe – Logistics and OS Commission – Human Resources

- Deputy Director and Section Manager Pamela VIPOND
- Project Manager Yassine YOUSFI
- Project Officer Carina DRAGOMIR
- Administrative Assistant Cynthia AMAMI
- Reception Supervisor Manuela BERTHOUD

Programmes for Athletes – Relations with Asia – Information Technology – Public Communications

- Section Manager Olivier NIAMKEY
- Project Manager Edward KENSINGTON
- Project Officer (60%) Silvia RAGAZZO-LUCCIARINI
- Administrative Assistant Astrid Diane HASLER
- Administrative Assistant Paola BUENO CARVAJAL

NOC Management Programmes – Relations with America – Reports and Presentations

- Section Manager Joanna ZIPSER-GRAVES
- Project Manager Catherine LAVILLE
- Project Officer Angélica CASTRO
- Administrative Assistant (50%) Anne WUILLEMIN

Promotion of Olympic Values Programmes – Olympic Games Subsidies – Relations with Oceania – Finance – Institutional Communications

- Section Manager and Finance Manager Nicole GIRARD-SAVOY
- Project Officer Kathryn FORREST
- Project Officer (80%) Muriel MICHAUD KNOEPFEL
- Administrative Assistant Mélanie PILLER
- Accountant Florian CHAPALAY
- Accountant (80%) Silvia MORARD

At 31 December 2012

Increased global budget

Olympic Solidarity manages the share of the television rights from the broadcasting of the Olympic Games which belongs to the NOCs, and redistributes these funds through programmes offered to all NOCs recognised by the IOC.

The initial development and assistance budget approved by the Olympic Solidarity Commission for the 2009–2012 quadrennial plan was USD 311 million. It was based on income from the sale of TV rights for the Games of the XXIX Olympiad in Beijing and the estimated revenue from the XXI Olympic Winter Games in Vancouver, plus interest from future investments.

The budget initially planned for 2012 was USD 60,755,250, roughly 20 per cent of the total four-year budget. The budget was approved by the members of the Olympic Solidarity Commission at their meeting on 5 September 2011. Also at that meeting, the members analysed the difficult economic situation that numerous countries were then facing and decided to allocate special assistance of USD 100,000 per NOC, making a total of USD 20,400,000, to enable the NOCs to prepare for the Olympic Games in London.

Breakdown of the 2012 budget

• World Programmes	USD 27,855,000
• Continental Programmes	USD 28,570,250
• Olympic Games Subsidies* and Forums	USD 1,000,000
• London Special Assistance	USD 20,400,000
• Administration / Communication	USD 3,330,000
	<u>USD 81,155,250</u>

Breakdown of the "World Programmes" budget

• Athletes	USD 9,750,000
• Coaches	USD 6,500,000
• NOC Management	USD 7,925,000
• Promotion of Olympic Values	USD 3,680,000
	<u>USD 27,855,000</u>

Breakdown of the "Continental Programmes" budget

• Africa – 53 NOCs	USD 5,245,250
• America – 41 NOCs	USD 5,307,000
• Asia – 44 NOCs	USD 5,169,250
• Europe – 49 NOCs	USD 6,160,000
• Oceania – 17 NOCs	USD 3,549,500
• ANOC	USD 3,139,250
	<u>USD 28,570,250</u>

*Olympic Solidarity also allocated the NOCs a budget of USD 33 million for their participation in the Olympic Games in London. This budget, paid in 2012, is part of the budget construction of Olympic Solidarity's 2013–2016 quadrennial plan.

Partners working in synergy



Technical course for sailing coaches in Qatar
© NOC of Qatar



"Let's do sport in a healthy environment" project by the NOC of Burkina Faso
© NOC of Burkina Faso



Technical course for skiing coaches in Armenia
© NOC of Armenia

During the four-year period between each edition of the Olympic Games, the main components of the Olympic Movement – the IOC, the IFs and the NOCs – as well as all other bodies with similar interests, are responsible for working together in order to contribute to the development of sport and the dissemination of the values conveyed by the fundamental principles of Olympism.

The global network of partners involved in setting up, implementing and monitoring Olympic Solidarity programmes, as well as providing technical expertise, makes up an essential action channel. Thanks to the contribution and support of the continental associations, ANOC, NOCs, IOC Commissions and International Federations (IFs), as well as the high-level training centres, universities and experts in various fields, Olympic Solidarity is able to continue its mission of assisting the NOCs in the best possible conditions.





GLOBAL VILLAGE





World Programmes



Sport and NOCs are the winners

The objectives of the 19 World Programmes proposed to the NOCs, covering the four areas of sports development considered essential for NOCs to accomplish the mission that has been entrusted to them by the Olympic Charter, were the same as during the previous plan. For the 2009–2012 quadrennial period, the priority was to reinforce the NOCs' structure, to increase support for athletes at all levels and for youngsters in particular, and to increase assistance for the preparation of athletes for Continental and Regional Games, as well as for the NOCs' preparation for and participation in the Olympic Games.



Nineteen programmes, four areas of action

Athletes

- Olympic Scholarships for Athletes “Vancouver 2010” (Programme completed in 2010)
- Olympic Scholarships for Athletes “London 2012”
- Team Support Grants
- Continental and Regional Games – Athlete Preparation
- Youth Olympic Games – Athlete Preparation

Coaches

- Technical Courses for Coaches
- Olympic Scholarships for Coaches
- Development of National Sports Structure

NOC Management

- NOC Administration Development
- National Training Courses for Sports Administrators
- International Executive Training Courses in Sports Management
- NOC Exchange and Regional Forums

Promotion of Olympic Values

- Sports Medicine
- Sport and the Environment
- Women and Sport
- Sport for All
- International Olympic Academy
- Culture and Education
- NOC Legacy

The Olympic Solidarity international office in Lausanne manages the World Programmes in coordination with the respective continental associations, in order to take into account the specific needs of the different continents and regions. Olympic Solidarity also works closely with the International Olympic Sports Federations, IOC Commissions and various other Olympic Movement partners to develop and deliver high quality programmes to all NOCs, particularly those with the greatest needs.



World Programmes Athletes

Athletics event – Games of the
XXX Olympiad in London
© Getty Images /Stu Forster



The Games of the XXX Olympiad, an unforgettable global event



The programmes for athletes offer the NOCs tailor-made assistance depending on their athletes and the type of competitions for which they are preparing. In order to carry out these programmes, Olympic Solidarity can count on the support not only of the continental associations, NOCs and IFs, but also of other partners, such as training centres, coaches and high-level experts.

In this Olympic year, all the NOCs' efforts were focused on the final preparations and qualification of the athletes and teams for the Games of the XXX Olympiad in London.

As part of the Olympic Scholarships for Athletes "London 2012" programme, which attracted more than 2,000 applications from the NOCs after its launch in September 2010, 1,264 scholarships were awarded to athletes from 177 NOCs. No fewer than 657 scholarship holders from 165 NOCs represented their countries at the Olympic Games in London, winning 76 medals and 120 diplomas. The full results of this programme are available in the brochure "Olympic Scholarships for Athletes "London 2012" – Final Report", which is also available online on the IOC website, www.olympic.org.

Olympic Solidarity continued to receive applications for the Team Support Grants programme throughout the year. It should be noted that the teams that had already qualified for the Olympic Games in London received additional assistance with their preparations.



Athletes training at the World Cycling Centre in Aigle (Switzerland)
© All rights reserved



Centro de Alto Rendimiento, Sant Cugat (Spain)
© All rights reserved

The Continental and Regional Games - Athlete Preparation programme was also popular with the NOCs, particularly thanks to the flexible management of the funds available, which enabled the NOCs to carry out activities meeting their specific needs.

In the longer term, the NOCs are already looking forward to the second edition of the Youth Olympic Games in 2014 in Nanjing (People's Republic of China). Specific assistance with activities linked to athlete identification was available to the NOCs throughout the year.

2012 Key Figures

- 1,264 "London 2012" Olympic scholarships awarded
- 657 Olympic scholarship holders competed in London
- 118 Team Support Grants awarded
- 750 activities organised to prepare athletes for the YOG
- 160 NOCs received a grant to prepare their athletes for Continental and Regional Games.

Olympic Scholarships for Athletes “London 2012”

Cuban Olympic scholarship holder Roniel Iglesias Sotolongo
© Getty Images/Scott Heavey



Olympic scholarship holder Paul Etia Ndoumbe from Cameroon
© Getty Images/Phil Walter



1,264 scholarships awarded to athletes from 177 NOCs

Objective: to assist elite athletes nominated by their respective NOCs in their preparation and qualification for the Games of the XXX Olympiad, London 2012, with particular attention paid to athletes and NOCs with financial difficulties.

2012 Budget: USD 5,000,000

The Olympic Scholarships for Athletes “London 2012” programme drew to a close at the end of the Games of the XXX Olympiad in London. Once again, the qualification and participation of Olympic scholarship holders in these Games was the principal objective of this programme which, following the success achieved since the Sydney Games, was repeated in order to continue supporting the disadvantaged athletes. At the technical level, Olympic Solidarity continued to collaborate with the continental associations, NOCs, IFs and partner training centres in order to provide the 1,264 Olympic scholarship holders with training conditions appropriate for the demands of high-level sport.

A few days before the Games began, Olympic Solidarity proudly noted that 657 scholarship holders from 165 NOCs had obtained their ticket for the Games, either through the IF qualification system or at the invitation of the Tripartite Commission. Olympic scholarship holders played a significant role during the 16 days of competition, winning a total of 76 medals (23 gold, 23 silver and 30 bronze). All these performances are recorded in the brochure “Olympic Scholarships for Athletes “London 2012” – Final Report”.

Some of the outstanding results achieved by scholarship holders at the Olympic Games in London: **Sarah Menezes** won the first Olympic women’s judo gold medal for Brazil; **Anthony Obame** was the first athlete from Gabon to win an Olympic medal; and **Battsetseg Soronzonbold** became the third Mongolian woman to win an Olympic medal and the first in wrestling.



Olympic scholarship holder Battsetseg Soronzonbold (in blue) from Mongolia
© Getty Images / Lars Baron



Serbian Olympic scholarship holder Andrija Zlatić
© Getty Images / Lars Baron

Breakdown of Olympic scholarships (as at 31.12.2012)

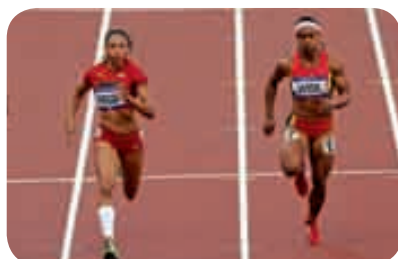
Sports	Africa	America	Asia	Europe	Oceania	Total
Athletics	103	80	36	65	10	294
Rowing	1	9	3	20	–	33
Badminton	3	4	12	13	–	32
Boxing	13	10	23	25	–	71
Canoe-kayak	7	3	7	23	2	42
Cycling	4	13	4	17	1	39
Fencing	3	1	3	11	–	18
Gymnastics	–	4	3	24	–	31
Weightlifting	12	13	17	23	8	73
Judo	23	23	17	38	1	102
Wrestling	21	15	43	41	2	122
Aquatics	26	40	25	43	4	138
Equestrian	–	3	–	2	–	5
Modern pentathlon	2	–	–	11	–	13
Taekwondo	16	19	21	11	–	67
Tennis	7	6	5	7	–	25
Table tennis	4	4	6	5	–	19
Shooting	2	6	20	39	1	68
Archery	2	1	10	8	–	21
Triathlon	1	6	–	8	1	16
Sailing	1	8	1	20	5	35
Men	172	170	175	278	22	817
Women	79	98	81	176	13	447
Total athletes	251	268	256	454	35	1,264
Total NOCs	49	37	34	47	10	177



Olympic scholarship holder
Pavlos Kontides from Cyprus
© Getty Images/Clive Mason



Olympic scholarship holder
Toea Wisil (right) from
Papua New Guinea
© Getty Images/Streeter Lecka



Breakdown of Olympic scholarship holders participating in the Olympic Games in London

Sports	Africa	America	Asia	Europe	Oceania	Total
Athletics	46	46	18	40	7	157
Rowing	1	5	–	8	–	14
Badminton	1	2	11	8	–	22
Boxing	7	4	12	9	–	32
Canoe-kayak	3	–	1	13	2	19
Cycling	3	8	2	5	–	18
Fencing	1	–	2	4	–	7
Gymnastics	–	3	2	15	–	20
Weightlifting	6	8	7	11	6	38
Judo	10	14	10	25	–	59
Wrestling	9	2	14	22	1	48
Aquatics	21	23	16	31	3	94
Modern pentathlon	1	–	–	6	–	7
Taekwondo	6	1	6	5	–	18
Tennis	1	1	1	3	–	6
Table tennis	4	2	5	4	–	15
Shooting	–	1	14	23	1	39
Archery	1	–	5	4	–	10
Triathlon	–	5	–	5	1	11
Sailing	–	4	1	15	3	23
Men	77	77	80	157	18	409
Women	44	52	47	99	6	248
Total athletes	121	129	127	256	24	657
Total NOCs	46	36	29	44	10	165



Team Support Grants



Brazilian and Croatian players during a preliminary match – Games of the XXX Olympiad in London
© Getty Images/Jeff Gross



The Kazakh team (blue swimming caps) versus the Australian team during a preliminary match – Games of the XXX Olympiad in London
© Getty Images/Streeter Lecka

Winter and summer sports: 118 subsidised teams

This programme enabled each NOC to apply for a grant for one team in a summer Olympic sport and a second in a winter Olympic sport. It was partly organised in accordance with the same timetable as the Olympic scholarships for athletes programme, i.e. culminating with the Games of the XXX Olympiad in London.

While teams that had not qualified were concentrating on the final competitions at which they could book their ticket for London, those that had already qualified finalised their preparations for the main event. For this final year of the programme, a budget was exclusively earmarked to help teams that had qualified with their Olympic preparations. The programme's success can be measured by the large number of teams (118 in total, winter and summer sports combined) that were supported during the quadrennial plan.

Objective: to offer financial assistance to one national team per NOC to prepare for and participate in regional, continental or world competitions with a view to attempting to qualify for the Olympic Games.

2012 Budget: USD 2,250,000

NOCs that benefited

Continent	NOCs
Africa	23
America	27
Asia	15
Europe	34
Oceania	7
Total	106

Breakdown of participating teams by sport

Sport	Teams
Basketball	38
Curling	5
Handball	21
Hockey	12
Ice hockey	7
Softball	2
Volleyball	26
Water polo	7
Total	118

Continental and Regional Games Athlete Preparation

Artistic gymnastics event –
19th Commonwealth Games
in Delhi, India
© Getty Images/Julian Finney



Snowboard event – Winter EYOF
in Liberec, Czech Rep.
© EYOWF2011



Specific activities planned in all five continents

Although no major continental competitions were held in 2012, the NOCs continued to organise specific activities to help their athletes prepare at continental level.

The main Games concerned in each continent were:

Africa: XVI Mediterranean Games (2009), Francophone Games (2009), Commonwealth Games (2010) and All-Africa Games (2011)

America: Pan-American Games (2011)

Asia: Regional Games (2009 and 2011) and Asian Games (summer and winter editions, 2010 and 2011)

Europe: European Youth Olympic Festival (summer and winter editions, 2009 and 2011), Games of the Small States of Europe (2009 and 2011)

Oceania: Mini-Games (2009), Commonwealth Games (2010) and Pacific Games (2011)

Objective: to offer financial assistance to NOCs for their athletes' preparations for multisport Games (Olympic, Continental and Regional Games).

2012 Budget: USD 1,500,000

NOCs that benefited

Continent	NOCs
Africa	45
America	32
Asia	31
Europe	37
Oceania	15
Total	160

Youth Olympic Games Athlete Preparation



Archery training camp
in Rabat (Morocco)
© All rights reserved



Short track speed skating –
1st Winter Youth Olympic Games
in Innsbruck
© IOC/Getty Images/Xu Liang

YOG: three types of assistance available to athletes

In view of the success of this programme for the YOG in Singapore and Innsbruck, the NOCs were able to start benefiting from similar support for the 2014 YOG in Nanjing. An athlete identification and training subsidy (option 1) has already been offered to the NOCs.

The three different options available are as follows:

Option 1 (identification) is designed to support the identification and training of athletes with a view to their qualification for and participation in the YOG. It enables athletes to take part in national talent identification or training camps, and to participate in non-qualifying competitions or activities organised by IFs.

Option 2 (qualification) covers the costs (transport, accommodation, entry fees or costs linked to the participation of athletes and members of their entourage) of participating in qualification competitions for the YOG only.

Option 3 (preparation) applies only to athletes who have already qualified or been offered a universality place at the YOG and is designed to help their final preparation for these Games. Applications are assessed on a case-by-case basis.

Objective: to offer NOCs technical and financial assistance to identify, qualify and prepare young athletes with a view to their selection to participate in the Summer and Winter Youth Olympic Games.

2012 Budget: USD 1,000,000

Activities by option

Continent	NOCs that benefited	Activities			Total
		Option 1	Option 2	Option 3	
Africa	44	158	54	16	228
America	33	72	57	31	160
Asia	30	51	50	14	115
Europe	42	41	133	34	208
Oceania	14	14	15	10	39
Total	163	336	309	105	750



World Programmes Coaches



Technical course for cycling coaches in Ecuador
© NOC of Ecuador

High-quality, increasingly adapted training opportunities



The various training programmes offered by Olympic Solidarity are all aimed at raising the level of coaches' theoretical and practical qualifications, depending on their initial knowledge. They are designed to facilitate the exchange of experiences between coaches and experts/trainers. For its part, Olympic Solidarity constantly endeavours to adapt and to improve the quality of the training offered with the help of IFs, universities and high-level training centres.

Although it has been running for many years now, the Technical Courses for Coaches programme remains very popular among the NOCs. Since the start of the 2009–2012 quadrennial plan, around 300 course requests have been received each year as part of this programme. The NOCs are increasingly combining these basic technical courses with other projects, such as individual scholarships for coaches or national sports structure development projects.

Since the start of 2012, a large number of individual scholarships have been awarded to coaches (see graph p. 31). The number of applications remained fairly stable compared to previous years, even though the NOCs were largely preoccupied with their Olympic preparations. Olympic Solidarity tries to send a representative to the different sessions held in training centres in Switzerland or elsewhere to present its programmes to the participants, answer directly the questions and highlight the role of coaches in the Olympic Movement, an activity that also forms part of the mission of the IOC Entourage Commission.



Technical course for archery coaches in the Dominican Republic
© NOC of Dominican Republic



Technical course for table tennis coaches in Oman
© NOC of Oman

The number of projects supported by the Development of National Sports Structure programme is constantly rising. The reason for this success is linked to the fact that the NOCs are now very familiar with the procedure, which consists of analysing the situation before setting up a suitable action plan.

Olympic Solidarity was able to show a high level of flexibility during this quadrennial plan, enabling the NOCs to carry out projects suited to their needs and achieve long-term results.

2012 Key Figures

- 220 technical courses planned for 105 NOCs
- 154 Olympic scholarships awarded to 97 NOCs
- 42 national sports structure development projects.

Technical Courses for Coaches

Technical course for boxing coaches in Albania
© NOC of Albania



Technical course for football coaches in Saint Kitts and Nevis
© NOC of Saint Kitts and Nevis



220 technical courses organised

Objective: to provide basic training to coaches through courses led by an expert from another country, nominated by the respective IF.

2012 Budget: USD 3,250,000

A total of 220 courses were organised in 2012. The four most popular sports were tennis, athletics, table tennis and badminton. As well as the national courses, Olympic Solidarity organised, sometimes proactively with the IFs' support, regional courses (in most cases of high level) for coaches from several countries.

It should be noted that course quality, results obtained and participant selection have improved significantly thanks to the daily efforts and monitoring carried out by the IFs and NOCs concerned.

Participating NOCs

Continent	NOCs	
Africa	34	ALG, BEN, BOT, BUR, CAF, CHA, CMR, COD, COM, EGY, ERI, ETH, GAM, GBS, GUI, KEN, LBA, LBR, LES, MAD, MAR, MAW, MLI, MRI, MTN, NGR, RSA, RWA, SEY, SLE, TAN, TOG, TUN, ZIM
America	24	ANT, ARU, BAR, BOL, BRA, CHI, COL, CRC, DOM, ECU, ESA, GUA, HAI, HON, LCA, MEX, PAN, PAR, PER, PUR, SKN, URU, VEN, VIN
Asia	27	BAN, CAM, INA, IND, IRI, IRQ, JOR, KAZ, KSA, LAO, MDV, MGL, OMA, PAK, PHI, PLE, PRK, QAT, SRI, THA, TJK, TKM, TPE, UAE, UZB, VIE, YEM
Europe	20	ALB, ARM, BIH, BLR, BUL, CYP, CZE, ESP, FIN, FRA, GEO, IRL, ISL, ISR, LAT, MDA, MKD, MLT, SRB, TUR
Oceania*	–	
Total	105	

* Programme managed directly by ONOC

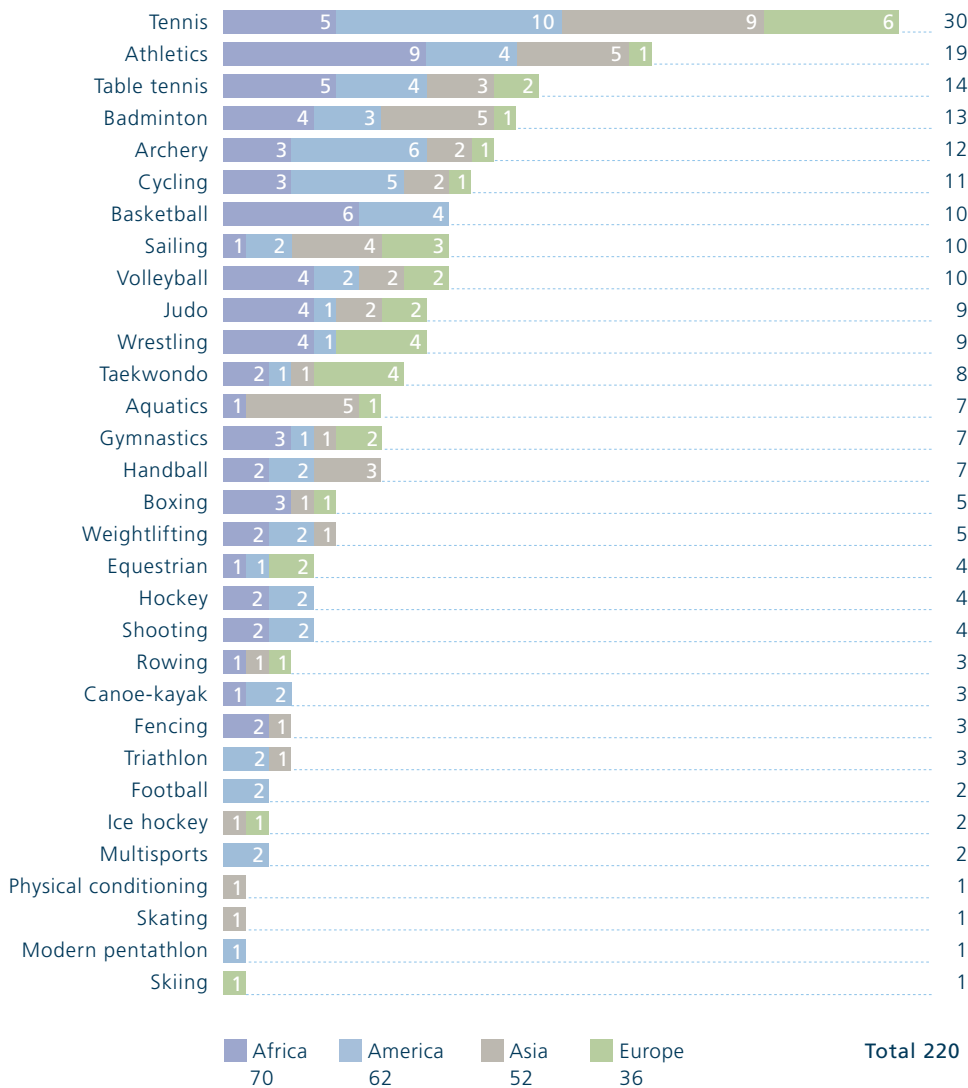


Technical course for rowing coaches in Vietnam
© NOC of Vietnam



Technical course for judo coaches in Comoros
© NOC of Comoros

Distribution of technical courses



Olympic Scholarships for Coaches

The scholarship holders taking part in the autumn training session at Semmelweis University in Budapest
© All rights reserved



The autumn session scholarship holders of the 3E-European Education to Excellence programme in front of the IOC headquarters in Lausanne
© All rights reserved



Two types of training tailor-made to meet needs

Objective: to offer coaches access to high-level further training, experience and knowledge, which they will then use to benefit their respective national sports structures.

2012 Budget: USD 2,000,000

Demand for individual scholarships remains strong among NOCs wishing to send candidates for training in sports sciences at universities or high-level centres. According to these partner centres, the standard of the candidates is continuing to improve thanks to the increasingly rigorous selection process followed by the NOCs, as well as the information provided by the IFs, which Olympic Solidarity consults systematically. Olympic Solidarity informs the NOCs and IFs of the feedback received from the centres and the results achieved by scholarship holders at the end of their training. It encourages them to involve former scholarship holders in their national and regional activities. More and more IFs, for example, are choosing to use former scholarship holders as experts or assistant leaders of technical courses for coaches. Olympic Solidarity also encourages the NOCs to include more women in the training programmes in order to increase their level of involvement, which is still too low. It is interesting to note the growing interest shown by the NOCs in sport-specific training, particularly that organised by the IFs in centres or clubs. This type of training, linked to a particular sport, also meets coaches' needs outside the sports science field.

Feedback from a coach who participated in the ICECP programme (USOC – Delaware University): "Before now, when I was coaching, I only used ten percent of my coaching skills. Thanks to the training I received, I can now prepare and coach my athletes to help them reach the highest level."

NOCs that benefited

Continent	NOCs	
Africa	31	BDI, BOT, BUR, CGO, CHA, CMR, COM, DJI, EGY, ETH, GAM, GHA, GUI, LES, MAD, MLI, MOZ, MRI, MTN, NGR, NIG, RSA, RWA, SEN, SEY, SOM, SUD, TOG, UGA, ZAM, ZIM
America	26	ANT, ARG, BAH, BAR, BRA, CAY, CHI, COL, CRC, CUB, DMA, DOM, ECU, ESA, GRN, GUA, HAI, HON, PAN, PAR, PER, PUR, SKN, SUR, URU, VIN
Asia	25	BAN, BHU, INA, IND, IRI, JOR, KSA, MAS, MDV, MGL, OMA, PAK, PHI, PLE, PRK, QAT, SRI, SYR, THA, TJK, TPE, UAE, UZB, VIE, YEM
Europe	11	AUT, BIH, CYP, CZE, ESP, EST, ISL, MKD, SLO, SRB, TUR
Oceania	4	AUS, COK, FIJ, PNG
Total	97	

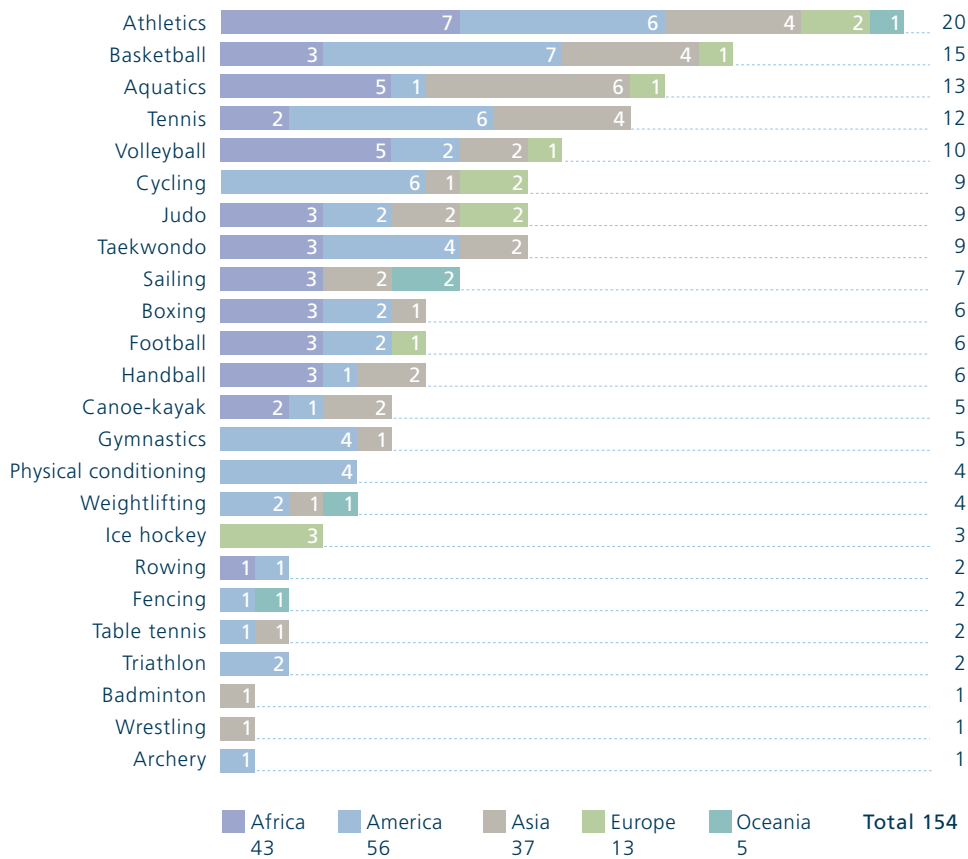


Participants in the ICECP training of USOC/University of Delaware
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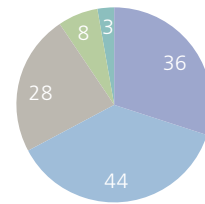
Participants in the PAISAC autumn session
© All rights reserved

Distribution of scholarships for coaches

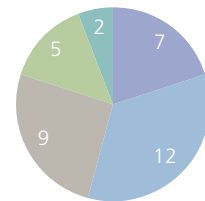


Scholarships by option

Sports sciences
Total 119



Sport-specific training
Total 35



● Africa
● America
● Asia
● Europe
● Oceania

Development of National Sports Structure

Table tennis participants in the project carried out by the Serbian NOC
© NOC of Serbia



Development of the national sports structure in hockey in Cambodia
© NOC of Cambodia



Action plans with long-term results

Objective: to allow NOCs to develop their national sports structure by implementing a medium- to long-term (3 to 6 months) action plan for a specific sport.

2012 Budget: USD 1,250,000

The decision taken at the start of the quadrennial plan to increase the Olympic Solidarity contribution for each project and to spread experts' visits over several short periods has proved to be the correct one. As a result, the NOCs have been able to carry out numerous projects and find experts who were not available for periods of several months. The overall costs involved were also reduced, so the NOCs found it easier to finalise their action plans.

Finally, more and more NOCs are linking this programme to projects carried out by coaches with scholarships during their training in centres or universities (individual scholarship programme), as well as using technical courses to analyse and finalise the details of projects.

Projects accepted

Continent	Projects	
Africa	12	ANG, BEN, BUR (2), COD, MAD, MAW, MLI (2), RWA, SEY, SLE
America	13	BRA (2), CHI, ECU, GUA, HON, LCA, PAR, PER, PUR, URU (2), VIN
Asia	3	PHI, PRK, YEM
Europe	12	BUL, EST, IRL, ISL, MKD (2), MLT, NOR, POL (2), SLO, SRB
Oceania	2	FSM, NZL
Total	42	

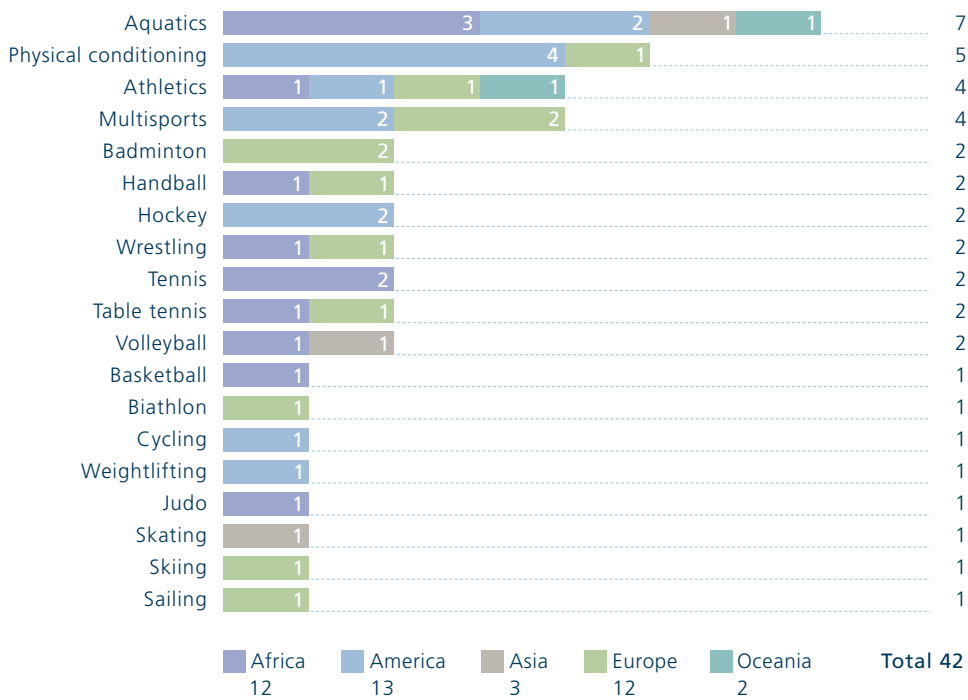


Project conducted by the
NOC of Angola in athletics
© NOC of Angola



Project conducted by the NOC
of Malawi in basketball
© NOC of Malawi

Distribution of projects





MEETING GROUND





World Programmes NOC Management

Participants in the observer programme organised by the Brazilian NOC
© NOC of Brazil



Relentlessly making management structures more professional: a priority objective



It is important that the NOCs are able to strengthen their management structures so that they can provide the best possible service to their affiliated and partner organisations, and to athletes, particularly in Olympic years. In 2012, Olympic Solidarity continued to support the NOCs in the management field in accordance with the three pillars adopted for the quadrennial plan: the granting of direct financial subsidies, particularly through the annual administrative subsidy of USD 30,000, the training of sports administrators and the exchange of experiences between NOCs.

Many NOCs continue to develop sports administration training courses based on the tools provided by Olympic Solidarity through its National Training Courses for Sports Administrators programme. These NOCs have been able to create a solid basis for the long-term organisation of courses at different levels in order to meet the needs of the staff and management of NOCs, federations or other national organisations. To this end, they have consolidated their teams of trainers actively involved in teaching these courses, ensuring high-quality participant supervision and a visible impact on the national sports system. Throughout the year, Olympic Solidarity was able to help these NOCs to strengthen their training programmes.



Sports administration
course in Swaziland
© NOC of Swaziland



Advanced sports management
course in Senegal
© NOC of Senegal

Olympic Solidarity also worked closely with teachers from the MEMOS (Executive Masters in Sports Organisation Management) network in order to revise the overall structure of the programme and increase the number of subjects taught. It also played an active part in organising the modules held in Lausanne and continued to support participants nominated by their NOCs by granting scholarships covering tuition fees and travel to the different modules.

Finally, a variety of NOC exchanges took place in 2012. These particularly included the continuation of the School Games observer programme proposed by the NOC of Brazil, a marketing seminar hosted by the NOC of Slovenia, a sports science congress organised by the NOC of Colombia, and several individual internships and exchanges between NOCs. Meanwhile, under the partnership with the Commonwealth Games Federation, interns were once again able to help strengthen NOCs' teams of administrators, particularly in relation to the management of a Games database.

2012 Key Figures

- 198 NOCs received the annual administrative subsidy
- 24 management and 5 financial management initiatives
- 108 Sports Administrators Courses
- 22 Advanced Sports Management Courses
- 103 MEMOS scholarships
- 48 NOC exchanges and internships
- 1 regional forum.

NOC Administration Development

German NOC initiative:
"Paths to success"
© NOC of Germany

IOC Athletes' Commission member
Kirsty Coventry, guest of honour at the
training workshop organised by the
NOC of Botswana, and the Chairman of
the NOC's Athletes' Commission
© NOC of Botswana



Towards a more powerful IT network

Objective: to support the administrative structure of NOCs by contributing towards their general running costs and supporting NOCs' initiatives to improve specific aspects of their management, with special emphasis placed on financial management.

2012 Budget: USD 6,500,000

The NOC Administration Development programme enables the NOCs to improve their management structures in various ways, particularly thanks to the annual administrative subsidy of USD 30,000 which, for some NOCs, is an indispensable contribution that helps them to cover a major part of their operating costs (equipment, rent, staff, etc.).

In 2012, 24 NOC management initiatives were proposed. Half of these concerned the purchase of computer equipment and/or software installation. The most common types of project involved upgrading computer networks, creating databases and developing websites. Software relating to sports medicine and sports sciences was also installed. Finally, part of the budget was usually spent on training staff to use these tools.

Other types of training for sports administrators and NOC staff were also funded, particularly in languages, marketing, management and media relations. For example, the NOC of Botswana organised an information workshop for athletes, covering subjects such as career management, budgeting, changing career, etc.

Finally, some NOCs strengthened their financial management procedures, installed accounting software and trained their staff to apply the procedures and use the software.

NOC Administration Development

Continent	Administrative subsidy	Management initiatives	Financial management
Africa	52	6	1
America	40	8	1
Asia	40	5	1
Europe	49	5	1
Oceania	17	–	1
Total	198	24	5

National Training Courses for Sports Administrators



Advanced sports management course in Malaysia
© NOC of Malaysia



Sports administration course in Tajikistan
© NOC of Tajikistan

Improving sport administrators' management skills

One objective for many NOCs is to strengthen the management skills of sports administrators. This is why Olympic Solidarity provides them with tools and training concepts that can be adapted to local needs. Advanced Sports Management Courses are based on student participation, practical implementation of the material studied through case studies, sharing of experiences and the development of a learning community among the participants.

Feedback from the participants on the refresher course: "Since we finished the course (...), I have been thinking a lot about the development of our sports organisation. The knowledge we acquired is proving useful. We are currently thinking about how we can improve our systems and working methods."

"The advanced courses gave me a new perspective on sports organisations. The quality of the courses and the method used were remarkable."

"The case studies were very important because they forced us to put ourselves in real-life situations while thinking about future solutions to the problems facing our various structures."

"(...) the advanced courses enabled various sports administrators (...) to meet and get to know each other. As well as the opportunity to meet, they gave the participants a chance to identify the current staff of other sports organisations, opening the door to better cooperation between sports structures."

Objective: to offer NOCs the possibility of training the sports administrators of their NOC and its constituents by organising courses on a national level. Sports Administrators Courses provide basic training over a short period. Advanced Sports Management Courses (ASMC) comprise several modules, with emphasis on the acquisition of the skills necessary for sports management.

2012 Budget: USD 825,000

Sports Administrators Courses and Advanced Sports Management Courses

Continent	NOCs	Sports Administrators Courses	Advanced Sports Management Courses
Africa	17	30	9
America	16	35	6
Asia	16	34	6
Europe	6	9	1
Oceania*	–	–	–
Total	55	108	22

*Courses organised through ONOC's "Sports administration programme" (Continental Programme)

International Executive Training Courses in Sports Management

Working group of MEMOS V in French in Brussels, Belgium
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Participants in the MEMOS XV at the Idheap in Lausanne
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A new, more attractive structure for MEMOS

Objective: to provide sports managers with access to masters-level training courses of international significance and contribute towards improvement in the management of their Olympic sports organisations.

2012 Budget: USD 600,000

2012 saw the implementation of the newly structured MEMOS (Executive Masters in Sports Organisation Management), a training programme supported by Olympic Solidarity through the granting of scholarships to participants nominated by their NOC.

The first session of the English version included the new subject of project and event management, as well as the module on strategic management and governance. Meanwhile, in the first MEMOS session in French, the communication and new media module was included for the first time. Financial management will be the third topic to be introduced to follow up the module on marketing.

The addition of these new subjects in the MEMOS is designed to draw participants' attention to some key aspects of sports organisation management and to give them a basic knowledge without overloading the programme. It should be remembered that MEMOS lasts one year and is divided into modules so that participants do not have to step away from their professional and voluntary activities for too long. One of the core elements of the training is the professional project carried out by each participant with the help of a tutor.

Finally, MEMOS XV in English and MEMOS IV in Spanish concluded in Lausanne with the final presentation of the participants' projects followed by a celebratory end-of-course meal, in keeping with the MEMOS tradition.

International Executive Training Courses in Sports Management

Continent	NOCs	MEMOS in English (XV, XVI)	MEMOS in Spanish (IV)	MEMOS in French (V)
Africa	29	15	1	15
America	21	9	14	4
Asia	15	17	–	2
Europe	15	14	2	1
Oceania	9	9	–	–
Total	89	64	17	22



Module of the MEMOS IV
in Spanish in Chili
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MEMOS V in French group
in front of the Belgium NOC
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Projects presented by Olympic Solidarity scholarship holders

NOC MEMOS XV projects in English

- ARU Patrick A.A. Werleman – An Integral Framework for the Management of Sport in Aruba. The assessment of the necessity of a Law of Sport.
- BAH Romell Knowles – What Strategic Plan is required for a New National Sports Authority in Charge of Developing and Managing National Sports Facilities in the Bahamas?
- BIH Dejana Sadzak – Critical Evaluation of the Elite Sport System in Bosnia and Herzegovina.
- BLR Anton Yuspa – Marketing Framework for the National Olympic Committee of the Republic of Belarus.
- BOT Tuelo Daniel Serufho – Development of a Good Governance Code for the Botswana National Sport Federations.
- BUL Eleonora Rangelova – Volunteer Development: Bulgarian Basketball Federation.
- CMR Rosaline Afor Amba – Elaborate a Program towards Rehabilitation and Construction of Sports Facilities at the Service of Cameroonians.
- CPV Emanuel Charles D'Oliveira – The Optimization of Cape Verdian Sport Participation in International Events as well as their Subsequent Social and Economic Advantages: How can it be implemented?
- CZE Katerina Nycova – Bidding conditions for the European Youth Olympic Festivals (EYOF). How to enhance the quality of candidatures.
- EGY Inas Hussein – Egypt NOC Marketing: Appraisal and recommendations.
- GUM Sandra Low – Increasing Female Athlete's Commitment to Elite Program – A Study of the Guam Volleyball Federation Women's National Team Program.
- IRL Matt McKerrow – Understanding and Enhancing the Loyalty of Triathlon Ireland Members through Stakeholder Marketing and Value Co-Creation.
- JOR Heba Rahhal – Critical Analysis towards Creating a Strategic Plan for Implementing Long-Term Athlete Development Planning.
- KOR Jiyeon Oh – Olympic Hosting NOC Marketing during the JMPA period by Co-creating Value in the Stakeholder System – Korean Olympic Committee's Marketing in 2013–2020.
- LAT Dita Niedra – The Effectiveness of the Sport Schools in Latvia.
- LES Moleboheng Mokobocho – Governmental policies in Sports – « Lesotho's situation ».
- MAW Naomie Golden Mnenula – Assessment of Factors Limiting Performance of Malawian Athletes.
- NRU Marissa Cook – The Roles and Responsibilities of the Nauru National Olympic Committee Executive Board.
- NZL Terry Daly – Combining Commercial Rights of National Olympic Committees to Increase Sponsorship Investment.
- RUS Lilia Barieva – Volunteers' Academy: Training Module for the Managers of Volunteers Programs of Major Sport.
- SLE Michael Felix Rowe – A Way Forward for the Development of Administrative Managements Policies of the National Olympic Committee of Sierra Leone.
- SRB Damir Štajner – Strategic Internal Restructuring of NOC – Strengthening of our Role in the Serbian Sport System.
- SYR Huda Almasri – Qualifying English Language Skills to develop Cadres of Syrian Sport Organizations.

The participants in the
MEMOS IV in Spanish

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MEMOS XV at the Idheap
in Lausanne

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NOC MEMOS XV projects in English (cont.)

- TPE Sam Chih-Sung Yang – Taiwan Metro Cities' Strategy for Multi-Sport Games: a Concrete Policy Proposal.
- TRI Ian Ray Anthony Hypolite – Governance of the National Association of Athletic Administrations of Trinidad and Tobago – A Pilot Project.
- USA Glenn Merry – Diversification of Urban Youth Participation in American Rowing.
- VAN Henry Tavoia – The Vanuatu Game Plan: Making Sport Play in National Development.

NOC MEMOS IV projects in Spanish

- ANG Mayimona Nzita – Study and design of a programme of activities for the moral education of students at the INEF in Luanda (Angola).
- ARG Daniel Alejandro Ridao – Institutional enhancement for winter sports affiliated to the Argentinian National Olympic Committee. The case of the Argentinian Modern Pentathlon and Biathlon Federation.
- ARU Edmundo Josiah Andrés – Level of development of high-level sport in Aruba.
- BOL Juan José Paz Cabrera – Strategic plan for the Bolivian National Olympic Committee.
- BRA Miriam D'Agostini – The image of the Time Brasil brand. Marketing concept.
- CHI Jaime Agliati Valenzuela – Qualification level of sports coaches in the Chilean national federations.
- DOM José Edgar Duval Puello – Human resources management plan for the Dominican Handball Federation.
- ECU Eduardo Barros Villacis – Strategic human resources management at the Ecuadorian National Olympic Committee.
- ESA Mauricio Victor Paredes Rodríguez – Empowerment of administrative staff of sports bodies.
- ESP Carmen Juncal Muñoz – The Spanish National Olympic Committee and new communication methods.
- GUA Salomón David Rowe Stewart – Virtual platform as a means of empowering the Guatemalan National Olympic Committee.
- MEX Rodrigo Dosal Ulloa – Evaluation and monitoring of support for sports students (sports dossier).
- PAR Rossana Beatriz Encina Krussel – From swim school to triathlon. Study and development of an introductory programme for triathlon.
- PUR Arlene Alvarado Suarez – A funding plan for schools specialising in sport (Albergue Olímpico). A strategic plan.
- PUR Teresa Galarza – Academic training centre for the National Olympic Committee of Puerto Rico. Possibilities and limitations of its creation.
- URU Jorge Ignacio Rodríguez Giménez – Proposal for the management of a regional competition system for women's handball in Uruguay.

MEMOS projects are available
through Olympic Solidarity's NOC
Management section.

NOC Exchange and Regional Forums



The NOC of Zimbabwe welcomed two interns from the NOC of Lesotho (center)
© NOC of Lesotho



Intern from Papua New Guinea (2nd from left) with the NOC of New Zealand team
© All rights reserved

NOCs strengthened by cooperation with partners

2012 was the second year of cooperation between Olympic Solidarity, the Commonwealth Games Federation and the Commonwealth Games Association of Canada as part of the Capacity Support Programme. This Commonwealth Games initiative attracted Olympic Solidarity's interest firstly thanks to the numerous positive comments received from the NOCs which had benefited from it and secondly because of its potential to strengthen NOC administrative structures.

As part of this programme, sports management graduates are placed in the NOCs in order to help NOC administrators carry out projects that are identified in advance thanks to an evaluation of their needs. The main task for the "capacity support" interns or managers is to ensure that NOCs' Games management databases are fully utilised, which also involves collecting data about athletes and officials and training the staff of the NOC and the national federation concerned. As a result of this programme, the NOCs immediately benefit from more efficient management of their accreditation and athlete registration processes for the different Games.

Olympic Solidarity's financial contribution to the Capacity Support Programme for NOCs is based on a 50/50 split between Olympic Solidarity and the Commonwealth Games Federation, particularly in relation to the local expenses of "capacity support" managers and a 15% contribution for the administration of the programme by the Commonwealth Games Association of Canada.

Objective: to promote and facilitate the exchange of knowledge and experience between NOCs on an individual, regional and continental basis.

2012 Budget: USD 1,000,000

NOC Exchange and Regional Forums

Continent	Exchanges and internships	Continental/Regional Forums
Africa	6	–
America	14	–
Asia	7	1
Europe	19	–
Oceania	2	–
Total	48	1



World Programmes Promotion of Olympic Values



Sport for All Festival in Poland
© NOC of Poland

Objectives met with complete satisfaction!



The educational aspect of Olympism and the Olympic values form the basis of the unique character of the Olympic Movement, as well as the key to its success. During the 2009–2012 quadrennial period, seven programmes linked to the Olympic ideals enabled the NOCs to play a fundamental role in society in general, particularly among the younger generations. Thanks to these programmes, the NOCs put friendship, respect and excellence at the heart of their mission and everyday activities, in accordance with the Olympic Charter.

During this final year of the 2009–2012 quadrennial plan, the NOCs continued to show interest in the opportunities offered by the Olympic Solidarity programmes devoted to the Olympic values. The Olympic Games in London were the main event of 2012 and guided the NOCs' activities, including in fields linked to the Olympic values. For example, several NOCs organised targeted educational and cultural activities at national level to coincide with the 2012 Games in London.

By the end of 2012, virtually all the money set aside for these programmes had been distributed, particularly for the Culture and Education and NOC Legacy programmes. More than 160 initiatives and sports medicine courses were organised by the NOCs during the year in their respective countries.



Activity organised in the framework of the Culture and Education programme in Cambodia
© NOC of Cambodia



"Sport Resource Centre" in Barbados
© NOC of Barbados

The NOCs were also able to attend international events in fields linked to the Olympic values. In 2012, these included the 5th World Conference on Women and Sport in Los Angeles (United States), the 8th World Conference on Sport, Education and Culture in Amsterdam (Netherlands), and two continental seminars (sport and the environment in Poland, women and sport in Mexico). As in the past, Olympic Solidarity continued to offer the NOCs financial support so they could attend these events and the sessions of the International Olympic Academy (IOA).

2012 Key Figures

- 162 individual NOC initiatives and sports medicine courses, distributed across six programmes
- 76 NOCs received assistance to participate in the 5th World Conference on Women and Sport and the 8th World Conference on Sport, Education and Culture
- 61 NOCs attended the IOC Continental Seminar on Sport and the Environment in Europe or the IOC Continental Seminar on Women and Sport in America
- 125 NOCs received grants for their organisation of Olympic Day activities.

Sports Medicine

First aid for Spanish handball player
Silvia Navarro Jimenez – Games of
the XXX Olympiad in London
© Getty Images/Jeff Gross



Sports medicine course
in Mongolia
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Athletes' health in good hands

Objective: to develop and disseminate scientific knowledge and techniques in sports medicine among NOCs and to reinforce education programmes related to the protection of the health of the athletes.

2012 Budget: USD 600,000

NOC medical teams were kept busy in 2012 preparing athletes for the Olympic Games in London and monitoring them during the competitions. Nevertheless, Olympic Solidarity continued to receive requests for the organisation of sports medicine courses according to the framework offered by the IOC.

For example, the NOC of Micronesia received a subsidy to organise a sports medicine course (intermediate level) in Pohnpei from 27 to 29 March 2012, which was attended by 32 participants. The objective was to train and improve the knowledge of medical staff at the Games and in local sports competitions, such as the Micronesia Games. Experts from the region, particularly New Zealand and Palau, passed on their scientific expertise. A vast range of topics were covered, including the Olympic Movement Medical Code, sports injuries and nutrition in sport.

Courses and initiatives by continent

Continent	Participating NOCs		Sports medicine courses	Education programmes / NOC initiatives
Africa	6	CIV, GAB, GAM, GHA, LBR, ZAM	6	–
America	1	PAN	1	–
Asia	3	MGL, PAK, PLE	3	–
Europe	3	GER, SRB, SUI	2	1
Oceania	1	FSM	1	–
Total	14		13	1

Sport and the Environment



"Go Green" initiative from
NOC of Papua New Guinea
© NOC of Papua New Guinea

"Olympic Ecobus London"
contest organised by
the Latvian NOC
© NOC of Latvia

Sport, helping to raise awareness of the need to protect the planet

More and more NOCs are showing interest in the field of sport and the environment, taking advantage of this programme in order to use sport as a tool for raising environmental awareness, particularly through campaigns and training courses. This assistance is also used to foster a more ecological approach to the organisation of sports events. For example, the NOC of Switzerland created an Internet platform with suggestions, advice, examples of good practices and practical ideas aimed at sports event organisers in Switzerland, to ensure that their events are eco-friendly. The NOC also organises an annual contest in order to reward outstanding measures taken in this area.

Meanwhile, representatives of 31 European NOCs were able to participate in a continental seminar held in Wroclaw (Poland) on the theme of "Using Sport to Leverage Action in Sustainability". The aim of this seminar was to strengthen the role of the European NOCs in this field. The recommendations of the 13th Olympic Congress in Copenhagen in 2009, the results of the World Conference on Sport and the Environment in Doha in 2011, and preparations for the United Nations Rio +20 Conference were the main topics of discussion. The seminar agenda also included the sharing of experiences and tools such as ISO 20121.

Objective: to encourage NOCs to implement environmental considerations into their policies as well as their wider activities and to assist them to undertake specific actions in this field, using sport as a tool for sustainable development.

2012 Budget: USD 290,000

Individual NOC initiatives

Continent	Accepted	
Africa	4	BUR*, CAF, MAW, MRI
America	6	BAH, BAR, BRA*, CHI, PER, VIN
Asia	1	PHI
Europe	7	BIH, CRO*, EST*, ISL, LAT, MDA, SUJ*
Oceania	2	FSM, PNG
Total	20	

*Budget allocated over several years as part of the 2009–2012 plan



Women and Sport

Conference on Olympic Values in Mauritius
© NOC of Mauritius



Walk organised by the NOC of the Federated States of Micronesia
© NOC of the Federated States of Micronesia

Women's invaluable skills in positions of responsibility

Objective: to assist NOCs with the development and implementation of a specific action plan and/or initiatives aimed at promoting awareness of women in sport as well as gender equality at all levels including sports practice, management/administration and leadership positions.

2012 Budget: USD 490,000

Several events held in 2012 were devoted to the promotion of women in sport. As in the past, Olympic Solidarity offered 40 NOCs (of the 45 that were invited), selected by their continental associations, the opportunity to attend the 5th World Conference on Women and Sport in Los Angeles from 16 to 18 February 2012. With the theme "Together Stronger: the Future of Sport", 800 delegates debated subjects such as the position of women in leadership roles and closer collaboration with key organisations such as the United Nations. The event also helped to promote networking among women across the world.

In the same way, the Continental Seminar on Women and Sport held in Mexico City (Mexico) from 26 to 28 October 2012 contributed to the creation of formal and informal networks by giving delegates from 30 NOCs a chance to share their experiences. These women also received specific leadership training and were able to develop important skills to help them become more active in decision-making roles at national level.

In parallel, the Women and Sport programme continued to fund national activities organised by several NOCs in five continents, such as training courses, awareness-raising campaigns and research projects.

Individual NOC initiatives

Continent	Accepted	
Africa	8	BDI (2), BEN, BUR*, CAF, KEN, LBR, MRI
America	10	ARG, ARU, BAR (2), CHI, ECU, PAR, PER, PUR, VIN
Asia	4	CAM, MGL, OMA, TJK
Europe	4	AZE*, GEO, ISL, SUI*
Oceania	3	FIJ, FSM, NZL*
Total	29	

*Budget allocated over several years as part of the 2009–2012 plan

Sport for All



"Abrazando el futuro"
initiative of the Ecuadorian NOC
© NOC of Ecuador



Olympic Day in Kenya
© NOC of Kenya

A high level of interest for everyone

The general trend observed during recent years is continuing and the NOCs are showing a steady level of interest in the Sport for All programme and the promotion of sport and the practice of physical activities in general. In 2012, the programme particularly focused on two specific areas: Olympic Day and NOC initiatives.

The vast majority of NOCs continue to organise Olympic Day activities based on the slogan "Move, Learn, Discover". For many countries, Olympic Day remains a unique, universal event in the annual Olympic Movement calendar. Some NOCs used it to promote the Olympic Games in London, present their delegations and encourage their athletes before the start of the Olympic competitions.

Many of the projects run by the NOCs on the ground were extremely varied, either in terms of their nature, their target audience, their scope or the partners involved. Meanwhile, certain trends appear to be emerging at continental level, in accordance with the role and mission of the NOC in the local sports community. American NOCs, for example, often work in cooperation with governmental authorities to promote physical education in schools. In Africa, Asia and Europe, Sport for All events and festivals seem to be the most popular activities, while a community-centred approach is favoured in Oceania.

Objective: to assist NOCs with the promotion of sport in general and the practice of physical activities throughout all levels of society.

2012 Budget: USD 490,000

Individual NOC initiatives and Olympic Day

Continent	Accepted		Olympic Day (number of NOCs)
Africa	3	BUR*, MLI, SEY	30
America	7	CHI, ECU*, GUA, PAR, PER, TRI*, VEN	27
Asia	4	BAN*, CAM, MDV, OMA	27
Europe	7	ESP*, EST*, GER, ISL, LTU, MKD, POL	32
Oceania	1	FSM*	9
Total	22		125

* Budget allocated over several years as part of the 2009–2012 plan

International Olympic Academy

11th Joint International Session for Presidents or Directors of NOAs and Officials of NOCs
© IOA



52nd International Session for Young Participants
© IOA



Interaction between Academies and young people

Objectives: to enable NOCs and National Olympic Academies (NOAs) to send participants to some International Olympic Academy (IOA) Sessions aimed at disseminating and teaching the educational and social principles of Olympism.

2012 Budget: USD 550,000

The partnership between the IOA and Olympic Solidarity continued in 2012 in order to help the NOCs participate in the two key sessions in Olympia. Held from 24 to 31 May 2012, the 11th Joint International Session for Presidents or Directors of NOAs and Officials of NOCs included some fascinating debates on the role of NOAs and NOCs in the dissemination of Olympic education. Group discussions and networking were important elements of this event. Each country had the chance to talk about its projects, good practices and lessons learned from the implementation of its educational and cultural programmes.

The 52nd International Session for Young Participants was held from 16 to 30 June 2012. This edition not only enabled the young delegates to discuss and share their experiences and opinions before the start of the Olympic Games in London, but also gave them an opportunity to promote the Olympic ideals on returning to their home country.

As in the past, Olympic Solidarity contributed financially to these sessions. This assistance covered the cost of air travel for one participant per NOC in the 11th Session, as well as half the travel costs and the full registration fee for one male and/or one female delegate to attend the young participants' session. Olympic Solidarity also contributed to the cost of transmitting the sessions on the internet, and to interpretation costs.

IOA Annual Sessions

Continent	11th Joint International Session for Presidents or Directors of NOAs and Officials of NOCs	52nd International Session for Young Participants
	NOCs which benefited from Olympic Solidarity support	
Africa	12	13
America	16	22
Asia	11	21
Europe	19	34
Oceania	1	3
Total	59	93

Culture and Education



Participants in the Olympic youth camp organised in Aruba
© NOC of Aruba



Initiative organised by the Libyan NOC "The Fairy Play – Sabratha & London"
© NOC of Libya

Olympic values open positive life prospects

The transfer of knowledge and sharing of experiences are key aspects of this programme. The NOCs' participation in IOC world conferences helps to promote these aspects even further, as was the case in 2012 with the 8th World Conference on Sport, Education and Culture, based on the theme "Olympism powered by Youth". This conference was held in Amsterdam from 25 to 27 November and attracted more than 500 people, including several young participants and athletes, who took part in the debates on the most effective ways of sharing the Olympic values and the benefits of sport with young people, such as social networks. Thanks to Olympic Solidarity's help, delegates from 36 NOCs were able to attend.

Half the NOC initiatives funded by the programme in 2012 were focused on young people, particularly through programmes conducted in schools. Many NOCs also organised youth camps during the school holidays, combining the practice of sport with Olympic values, personal development and skills (such as leadership or team spirit). In the Caribbean, for example, camps were held in Aruba, Saint Lucia and Trinidad and Tobago.

The NOCs also organised activities aimed at promoting knowledge and learning about Olympism (including seminars, National Olympic Academy sessions, TV or radio programmes, publications or studies), as well as cultural initiatives, particularly exhibitions.

Objective: to encourage NOCs and their National Olympic Academies (NOAs) to promote culture and Olympic education by assisting them to develop specific activities linking sport and culture in all its forms as well as by implementing Olympic education programmes.

2012 Budget: USD 760,000

Individual NOC initiatives

Continent	Accepted	
Africa	9	ALG, BDI, EGY, LBA, NGR*, SLE, TOG, UGA, ZIM
America	8	ARU, ECU, JAM, LCA, PUR, TRI, VEN, VIN
Asia	7	CAM, HKG, KGZ, SRI (2), TJK, TPE
Europe	22	AND, ARM, BIH, BLR, BUL, CRO*, EST*, FRA*, GER (2), ITA, LTU*, MDA, MKD, MLT*, MNE*, NOR, POL, SLO*, SRB, SWE, TUR*
Oceania	5	AUS*, FSM, NZL*, PLW, VAN
Total	51	

*Budget allocated over several years as part of the 2009–2012 plan

NOC Legacy

Launch of the Olympic commemorative book "London 2012" of the Slovakian NOC
© NOC of Slovakia



Travelling Olympic Museum in Chile
© NOC of Chile



Olympic heritage, a magnificent gift to future generations

Objective: to assist NOCs with the preservation and promotion of their national Olympic and sporting history and heritage.

2012 Budget: USD 500,000

During the Olympic year of 2012, several NOCs put a lot of effort into preserving and promoting their Olympic and sports legacy. Although activities were held in all the continents, the examples below provide a practical illustration of how some NOCs used this support.

In 2012, the NOCs of El Salvador and Paraguay created a Research Centre and a Documentation and Information Centre respectively, with the aim of making publications and materials available to local Olympic Movement partners and promoting academic research. Both centres will also host NOA activities, such as training courses.

The NOC of Indonesia recently finalised its plans to build an Olympic and sports museum at its new headquarters in Jakarta. This space, which will soon be opened, will be used to promote the Olympic values in the country and will retrace the history of the national team's participation in the Olympic Games.

Individual NOC initiatives

Continent	Accepted	
Africa	3	BUR, ETH, ZIM*
America	7	CAY, CHI, CRC, ESA, PAR, PER, VEN
Asia	2	CAM, INA
Europe	13	BUL, ESP, EST*, FRA*, GEO, ISL*, ISR, LTU*, LUX*, POL, SLO, SRB, SVK
Oceania	1	NZL*
Total	26	

*Budget allocated over several years as part of the 2009–2012 plan



Sport and Environment
awareness-raising seminar
in Bosnia Herzegovina
© NOC of Bosnia Herzegovina



Olympic Museum at the
NOC of Belize
© NOC of Belize



Olympic Day in Yemen
© NOC of Yemen



ALL CAN PLAY





Continental Programmes



Adapted to each continent's specific needs and priorities

The Continental Programmes offer the NOCs access to technical, financial and administrative assistance which addresses their specific needs and priorities in that continent. These programmes complement those offered at world level. For the 2009–2012 quadrennial plan, Olympic Solidarity cooperated with the continental associations which could choose which continental programmes to implement and how to distribute the relevant funds. However, certain basic elements should have been covered, such as



ANOCA
Association of National Olympic Committees of Africa
President : Intendant General Lassana PALENFO
Secretary General : Khaled ZEIN EL DIN
www.africaolympic.org



PASO
Pan-American Sports Organisation
President : Mario Vázquez RAÑA
Secretary General : Jimena SALDAÑA
www.paso-odepa.org



OCA
Olympic Council of Asia
President : Sheikh Ahmad Al-Fahad AL-SABAH
Secretary General : Raja Randhir SINGH
www.ocasia.org



EOC
The European Olympic Committees
President : Patrick Joseph HICKEY
Secretary General : Raffaele PAGNOZZI
www.eurolympic.org



ONOC
Oceania National Olympic Committees
President : Robin E. MITCHELL
Secretary General : Ricardo BLAS
www.oceaniasport.com/onoc

the running costs of the association (if they were not covered by other sources); assistance towards the organisation of the association's statutory meetings (General Assemblies, Secretaries General meetings, etc.); and the payment of individual subsidies to NOCs for the development of their own programme of national activities. The NOCs could thus improve their operational efficiency by choosing activities that take the current local context and the realities on the ground into account.



Continental Programmes

Association of National Olympic Committees of Africa



Olympic scholarship holder
Anthony Obaseki from Gabon – Games
of the XXX Olympiad in London
© Getty Images/Hannah Johnston

Olympafrica programme remains effective



The major highlights for the year include participation in the London 2012 Olympic Games (with the introduction of the Africa Village), an Extraordinary General Assembly on constitutional amendments, the annual Seminar for Secretaries General, the establishment of additional Olympafrica centres and the implementation of various NOC activities. The programmes were implemented with varying degrees of success. The Olympafrica programme remained highly effective, with more centres established, more activities held and more young people benefiting. Although the uptake of the NOC Activities programme was slow, following an Olympic Solidarity Commission policy decision, the NOCs in question will, fortunately, still be able to access their unclaimed funds.

Efforts are being made to improve the impact and effectiveness of all ANOCA programmes to ensure a good return on the investment made. In 2012, ANOCA continued to implement its approved continental programmes for Africa with a total budget of USD 5,245,250.

ANOCA



29th Secretaries General Seminar in Mauritius
© ANOCA



Boxing match – X All-Africa Games in Maputo
© ANOCA / Jean Tchaffo

Administration – 2012 Budget: USD 688,450

This programme covers the day-to-day running expenses of the office as well as general administration costs, enabling ANOCA to function effectively and fulfil its organisational and statutory obligations. The administrative expenses covered by this programme are mostly of a recurrent nature, although capital expenditure is also covered.

Meetings – 2012 Budget: USD 500,000

ANOCA organised statutory meetings and seminars, and helped member NOCs to attend these meetings. The ANOCA Executive Committee met in Moscow and then attended a Special General Assembly with NOCs which were in the Russian capital for the ANOC General Assembly. In August 2012, ANOCA organised an Extraordinary General Assembly during the Olympic Games in London to deliberate on proposed constitutional amendments. The annual Seminar for Secretaries General was held in Mauritius in September.

Olympafrika – 2012 Budget: USD 375,000

This programme enables the Olympafrika Foundation to implement projects relating to sports, cultural, business, educational and training activities in collaboration with different partners. Young people are at the centre of most Olympafrika activities and Olympafrika also promotes social development and empowerment of young people and disadvantaged communities. In 2012, the project expanded to 43 centres, the newest members being Chad, Malawi, Mauritius, Namibia, Sierra Leone, Somalia and Togo.

ANOCA

African Village in London during
the Olympic Games
© ANOCA



Missions – 2012 Budget: USD 112,800

The budget dedicated to this programme covers the expenses of ANOCA delegates assigned to attend or represent the organisation at various events held in Africa and abroad. In 2012, ANOCA missions included attendance at the ANOC General Assembly in Moscow, the London 2012 Olympic Games and the assessment of Botswana as a prospective host for the 2014 African Youth Games.

Special projects – 2012 Budget: USD 124,000

This programme helps ANOCA to meet social obligations or responsibilities, mainly through humanitarian aid (e.g. to alleviate poverty, hunger or mitigate natural disasters in Africa), but also covers special projects that could be related to marketing, anti-doping initiatives or Olympic education.

NOC activities – 2012 Budget: USD 3,445,000

This programme provides funds for activities promoting the development of sport at national level or that can strengthen NOC profiles and responsibilities, also at national level. Although each member NOC was entitled to USD 65,000 in 2012, a number of NOCs had not claimed their entitlements by the end of the year for various reasons. Fortunately, due to a change in policy by the Olympic Solidarity Commission, these funds will remain available to the NOCs in question. This is a very useful programme, which gives the NOCs the opportunity to supplement activities funded through Olympic Solidarity world programmes in line with their own national priorities.

ANOCA



Egyptian Olympic scholarship holder Dina Meshref – Games of the XXX Olympiad in London
© Getty Images/Chris McGrath

Dance session at the African Village in London
© ANOCA

NOC Type of activities carried out

- ANG Youth swimming festival, Olympic athletes' association conference, women and sports awards, Olympic education programme in partnership with radio cinco.
- BDI Olympafrica centre, assistance to National Federations (NFs), Executive Board and General Assembly meeting, repairs and maintenance for the three NOC vehicles, office equipment, communications.
- BEN Olympafrica centre, participation in London Olympic Games, participation in Olympic-related events, equipment for the NOC headquarters, promotion of Olympic values.
- BOT Activities including benchmarking, policy plans, long-term athlete development, new NOC headquarters planning, etc.
- BUR Assistance to NFs, assistance for participation in major competitions, NOC magazine, sports equipment.
- CAF Organisation of and participation in meetings, assemblies, organisation of seminars and support to NOC commissions and NOA; participation in competitions, assistance to NFs and Olympafrica centre.
- COD Seminar on Good Governance and IOC Ethics Code, women & sport seminar, strategic planning seminar, General Assembly meeting and elective General Assembly.
- CHA Olympafrica centre, purchase of sports equipment for NFs.
- CMR Promotion of the Olympic values education programme, organisation of Olympic Day in different EPS centres, seminar on the new law on physical and sports activities, assistance to the Regional Sports Committees, assistance with social activities by members of the Olympic family in Cameroon, organisation of an Olympic Youth Camp.
- COM Assistance to NFs, work on the NOC headquarters and Olympafrica centre, NOA, contribution to the preparation of handball athletes and disabled athletes in La Réunion and Madagascar, participation in meetings and forums, conference on the struggle against violence and fair play, Olympic week.
- DJI All-Africa Games participation supported by ANOCA, regional tournament and young talent identification in athletics, handball, basketball and volleyball, assistance to NFs, purchase of trophies, international half-marathon, participation in competitions for national teams, participation in meetings for NOC leaders.
- EGY Participation of the Egyptian team in the Arab Games in Qatar and the All-Africa Games in Mozambique.
- ETH Organisation of the 3rd All Ethiopia Games held in Adama, Bishoftu and Assela.
- GAB General Assembly, assistance to NFs, Olympic sports evenings, trophies for champions, elective General Assembly.
- GAM Support to NFs, infrastructure support meetings, conferences and seminars, media and publicity, freight and postage.
- GBS Payment of subscription fees to ANOCA and ACOLOP, Olympic Games participation, support for NF programmes, payment on behalf of the Olympafrica centre in Mansoa, NOC commissions and activities.
- GEO Purchase of equipment for fencing, judo, taekwondo, tennis and weightlifting NFs, purchase of office equipment, organisation of statutory meetings (Executive Board and commissions).
- GHA Assistance to NFs.

ANOCA

Ram Ruhee Olympafrica
Centre in Mauritius
© ANOCA



Olympafrica centre
in Nyanza, Rwanda
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NOC Type of activities carried out (cont.)

- LBA Participation in Pan Arab Games.
- LBR Assistance to NFs for purchase of equipment, organisation of national championships, training and education of sports managers, talent identification in soccer and athletics in three communities, seminar for sports writers.
- LES Assistance to NFs, NF seminar on good governance, subscription fees, support for national and international accredited forums for NFs and the Lesotho NOC, refurbishment and maintenance of LNOC office, sports achievement awards event.
- MAD Contribution to NFs for international competitions and national activities, contribution for participation of officials in different qualification examinations, promotion of Olympic values, 2nd edition of the national Youth Games, raising awareness of fundamental principles in the regions.
- MAR Purchase of sports equipment.
- MAW Executive Board and General Assembly meetings, commission meetings, national sports competitions, purchase of sports equipment, assistance to NFs, communication for board members, Executive Board travel.
- MLI NOC participation in the London Games, contribution to the organisation of the Sports Night 2012, assistance to sports development in the regions, assistance to NFs, subsidy to NOC commissions.
- MOZ Running costs of the Boane Olympafrica centre, purchase of sports equipment and materials for the Olympafrica schools project, Olympic education seminar for teachers at Boane, organisation of sports tournaments, participation of NOC representatives in seminars, meetings abroad, assistance towards the completion of the Mabanja Health Centre.
- MRI Assistance to NFs, support of young, promising athletes, organisation of seminars, branding of Mauritius NOC (new pins, ties, uniforms for staff), celebration of Olympic Day, participation of national teams in continental and regional games.
- MTN Olympic Day, purchase of sports equipment, subsidies and participation, cultural and sporting activities.
- NGR Olympic Day 2012, assistance to NFs, subsidy for organisation of Olympic values education programmes, workshop on establishment of national court of arbitration, support for NOC commission activities, meetings (Executive Board, General Assembly, etc.).
- NIG Reproduction of the Olympic medal.
- RSA SASOC coaches' conference: "Road to Rio".
- RWA Olympafrica centre, assistance to NFs (athletics, cycling, handball), sports journalists' seminar, National Paralympic Committee, NOC commissions, NOA.
- SEY Preparation of athletes for the Olympic Games, NOA activities focused on Olympism and Olympic values, assistance to NFs.
- SLE Purchase of sports equipment, office rent, contribution to Olympafrica programme, participation in international meetings.
- SOM Purchase of equipment, NOC General Assembly, assistance to NFs, regional sports promotion, national sports press seminar, school sports teacher training, participation in international and continental meetings.

ANOCA



South African Olympic scholarship holder Cameron Van Der Burgh – Games of the XXX Olympiad in London
© Getty Images/Adam Pretty

Olympic scholarship holder Ons Jabeur of Tunisia – Games of the XXX Olympiad in London
© Getty Images/Clive Brunskill

NOC Type of activities carried out (cont.)

- STP Subsidy to NOA, assistance to NFs, purchase of sports equipment, Olympic Day, various other activities.
- SWZ Meetings and events, Executive Board support, women & sport activities, Sport for All, Olympic Day Run, international sports management conferences, 40th anniversary of SOCGA, assistance to associations for payment of affiliation fees.
- TAN General Assembly and election of the National Athletic Committee Executive members for the 2013–2016 period; NOC General Assembly and elections, Karatu Sports Festival.
- TOG Olympiafrica project, Togo Olympic festival.
- TUN Organisation of various seminars and events, including sports administration courses, women and sport, sports journalists, Olympic athletes and Medical Commission prior to London Games, Festival of National Sports, international athletics meet in Tunis, “Fight against doping” seminar, publicity campaign against violence in stadiums.
- UGA Participation in international and national meetings and forums, participation in IOC Women and Sport Conference, assistance to Talent and Youth Commission to initiate grassroots development, assistance to national boxing coach, General Assembly, participation in the annual Source of the Nile Marathon 2012, Athletes’ Commission forum, assistance to NFs for participation in Olympic qualifying competitions.
- ZAM Strategic planning project, assistance to NFs, NOC programmes, General Assembly and Executive Board meetings, auditor/accountant fees, IT equipment, travel expenses and workshop for women in leadership, ZEUS database training.
- ZIM Executive Board expenses, anti-doping awareness campaigns, ZOC forum and General Assembly meetings, commission expenses, NOC activities, Olympic Sports Centre.

ALG, CGO, CIV, CPV, ERI, GUI, KEN, NAM, SEN, SUD: budget not requested.

Report by Intendant
General Lassana Palenfo,
President



Continental Programmes Pan-American Sports Organisation



Brazilian Olympic scholarship holder Sarah Menezes (in blue) and her Romanian opponent – Games of the XXX Olympiad in London
© Getty Images/Alexander Hassenstein

Resources allocated for Games preparation



In 2012, PASO strengthened its efforts to improve the methods and procedures it uses to guarantee the most rigorous, efficient and transparent control over the resources allocated to it.

The 2012 budget was applied in accordance with the figures approved for each programme or activity. Including the allocation of additional financial resources from PASO's own funds, the amount received by the NOCs was significantly higher than in the previous year. These funds were designed to support the NOCs and their athletes, enabling more American NOCs to achieve better competition results.

In 2012, PASO managed the Olympic Solidarity continental programmes with a total budget of **USD 5,307,000**.



PASO Executive Committee meeting in Miami, United States
© PASO



Taekwondo course in Mexico
© PASO

Administration – 2012 Budget: USD 300,000

These funds were used mainly to pay the salaries of the staff members, running costs and the administrative activities of the PASO Office.

Continental meetings – 2012 Budget: USD 400,000

This programme helped to finance the organisation and smooth running of various PASO meetings in 2012. Two Executive Board meetings were held, one in Mexico and the other in Miami, in the framework of the Americas Best Practices Symposium, organised jointly with the United States Olympic Committee. The 50th General Assembly was held on 7 and 8 March in Mexico City.

Continental activities – 2012 Budget: USD 1,877,000

The funds allocated to this programme were used for the special programme approved by PASO to support the NOCs' participation in the London Olympic Games and the ANOC General Assembly held in Moscow in April. The results achieved by American athletes at the London Olympic Games were better than in Beijing.

NOC activities – 2012 Budget: USD 2,730,000

This budget, aimed at supporting each NOC's activities in accordance with their specific needs, was distributed in line with the rules established, with rigorous application of the PASO standards for justifying the use of funds. The funds, USD 65,000 per NOC, were distributed twice, on a half-yearly basis. This budget was used to finance the following activities: purchase of air tickets for athletes, recruitment of coaches, national courses, athlete preparation, support to the national sports federations, purchase of uniforms, sports equipment, athlete participation in regional and continental competitions and activities relating to sports medicine and sport sciences.

During 2012, as in the past, some NOCs were late submitting their financial reports, which made it necessary to be in constant communication with them in order to meet the deadlines for presentation of their reports so they could receive the resources to which they were entitled on time.

Report by
Jimena Saldaña,
Secretary General



TAKING FLIGHT





Continental Programmes

Olympic Council of Asia



Olympic scholarship holder Mavzuna Chorieva of Tajikistan (in blue) – Games of the XXX Olympiad in London
© Getty Images/Scott Heavey

Sport, a superb showcase for promoting our values



2012 was not as busy as recent years in terms of the organisation of major multisport events, but the OCA did stage one big event: the 3rd Asian Beach Games in Haiyang (People's Republic of China). The Games, held from 16 to 22 June, proved to be a great success for athletes, officials and spectators alike, and offered a refreshing presentation of modern-day sport in a relaxed and festive atmosphere.

It is also very pleasing to report that the city of Haiyang, on the Yellow Sea Coast, in Shandong province north-east China, was presented with the 2012 IOC Trophy for Sport and Sustainable Development by the Chinese Olympic Committee. Haiyang is a rural, fourth-tier level of administration within China's vast governmental machine, with a population of only 700,000 – a village by China's standards. The OCA is delighted with the format and the popularity of the Asian Beach Games, which were held in Bali, Indonesia, in 2008, and Muscat, Oman, in 2010 before the Haiyang edition. With low expenditure and high potential to promote the natural beauty of the host city, the Asian Beach Games will continue in Phuket, Thailand, in 2014, and in Nha Trang, Vietnam, in 2016.

Oman and Malaysia hosted the two Olympic Solidarity/OCA Regional Forums in April 2012, in Muscat and Kuala Lumpur, respectively. Not only did the regional forums provide the latest updates from London 2012, they also gave the Asian NOCs the opportunity to take part in the Pre-Delegation Registration Meetings with representatives of the NOC Services team from the Olympic Games Organising Committee.



31st OCA General Assembly in Macau
© OCA



62nd OCA Executive Board meeting in Macau
© OCA

In addition to this, the OCA launched the Incheon Asian Games Fun Run and Learn programme, in conjunction with the host NOC and the Incheon Asian Games Organising Committee. The programme consists of the Youth Reporter Project, Fun Learn quiz and Fun Run.

The Olympic Movement in general, and Olympic Solidarity in particular, could see the global impact and influence of Asian sport on the sidelines of the 31st OCA General Assembly in Macau, China, in November. It has proved to be a valuable partner of the IOC and continental federations.

The OCA managed all the Olympic Solidarity continental programmes with a budget of **USD 5,169,250**.

NOC activities – 2012 Budget: USD 2,860,000

The OCA granted USD 65,000 to each member NOC in one instalment, subject to approval of the NOC’s activities for the previous year. NOCs used the funds to purchase office and sports equipment; conduct technical courses and seminars; attend various competitions and meetings; pay salaries and rent; etc.

Administration – 2012 Budget: USD 540,000

The sum allocated to the administration was used for the running expenses of the OCA headquarters in Kuwait such as staff salaries, communication expenses, office supplies, transport and vehicle maintenance, the OCA website and Internet costs.

Asian youth development project – 2012 Budget: USD 100,000

One of the most popular and fruitful activities of the OCA is the annual OCA Asian Youth Camp. With a trusted partner in the NOC of Thailand and the Sports Authority of Thailand (SAT), the Asian Youth Camp was conducted in shooting, judo and fencing in 2009, 2010 and 2011 respectively at the SAT complex in Bangkok. The official hotel is just a short walk away through a park and beside a river, offering a green and eco-friendly environment for all.

OCA

Korean Olympic scholarship holder
Bo Jong Oh Jin – Games of the
XXX Olympiad in London
© Getty Images/Lars Baron



3rd Asian Beach Games
in Haiyang
© OCA



Due to a very busy summer in 2012, with NOCs preparing for the 3rd Asian Beach Games in Haiyang in June and the 5th Children of Asia International Sports Games in Russia in early July, as well as the London Olympic Games, the OCA could not find the time to hold the Asian Youth Camp in 2012. However, the OCA is delighted to confirm that the camp is back in 2013 for the new Olympic cycle, with taekwondo the sport of choice. The camp will be held at the SAT in Bangkok, and the OCA is inviting two young athletes – one male, one female – and one coach from all Asian NOCs to the camp, which will be held in the middle two weeks of July when many schools around the continent are on summer vacation.

Olympasia projects – 2012 Budget: USD 400,000

Funding from this programme is entirely reserved for Olympasia projects. The “Olympasia” programme mainly aims at creating simple, economical, functional sports facilities or renovating and upgrading existing ones in the rural or underprivileged areas of developing countries of Asia. In 2012, four NOCs benefited from this programme: Afghanistan, Cambodia, the Maldives and Tajikistan.

OCA Continental and Regional Games – participation subsidies – 2012 Budget: USD 470,000

Featuring 13 sports and 49 events, the 3rd Asian Beach Games in Haiyang attracted 1,338 athletes and 455 officials from all Asian NOCs, 700 media representatives and 7,200 volunteers. Thanks to these Games, Haiyang was able to develop its infrastructure over a five-year period. The developments included new roads, new hotels, new government buildings and parks and recreational areas. A cross-sea bridge also improved communications between Qingdao and Haiyang. While most of the venues were temporary, the Heqing Island Stadium for the opening and closing ceremonies will remain as a cultural and performance amphitheatre, ideal for the summer months and the tourism industry. The other permanent legacies include the beach volleyball and beach football venues next to the Shenglong Hotel, enabling Haiyang to promote itself as a beach sports resort, as well as an exhibition hall.



Fun Run in Mongolia
© OCA



Fun Run in Uzbekistan
© OCA

Asian Games Fun Run – 2012 Budget: USD 99,625

In order to promote the Asian Games among the young people of Asia, the OCA expanded the format of the traditional Fun Run in 2012 to incorporate two new elements: the Asian Games Youth Reporter Project and Asian Games Fun Learn quiz. The Youth Reporter Project is a grassroots educational programme to promote the Asian Games among young people and target under-16s in Asia. The OCA encourages the Asian NOCs to organise an Asian Games writing contest in the local language and also in English in as many schools as possible. In addition, the OCA and the NOCs jointly conduct a one-day Asian Games English-writing workshop for the outstanding writers from the previous stage. The workshop targets young English-speaking writers interested in a career in the sports media. It provides an insight into a typical working day of a sports reporter at a major event such as the Asian Games, including research and preparation, sports reporting and interviewing. After the workshop, students are provided with basic material typically found in a Games Information Service, from which they must write their own article on a gold medal-winning athlete. The person who submits the best entry will be invited to join the OCA media team at the 17th Asian Games in Incheon, Korea, in 2014. In 2012 this project was conducted successfully in Malaysia, Mongolia, Oman and Uzbekistan. Young Asian people also have the opportunity to increase their knowledge of sports, the Asian Games and Asian history through a quiz. The Fun Learn winner from each country will be invited to Incheon for the final round, and the overall Fun Learn winner will attend the 17th Asian Games in Incheon accompanied by one person of his/her choice. The package tour provided for the winner will cover all expenses, including the economy class airfare for two people, full-board accommodation for two weeks and domestic transport. The host NOC provides the students with all three elements of the two-day activities.

Fun Runs organised in 2012

Countries	City	Date	Number of participants
Mongolia	Ulaanbaatar	29 February	500
Chinese Taipei	New Taipei City	4 March	1,000
Oman	Muscat	24 April	1,000
Malaysia	Kuala Lumpur	28 April	500
Islamic Republic of Iran	Kish Island	14 May	750
People's Republic of China	Beijing	20 September	500
Uzbekistan	Tashkent	14 October	750
Sri Lanka	Kandy	4 November	500
People's Republic of China	Macau	7 November	500

OCA

OCA Athletes' Committee meeting in Haiyang
© OCA



OCA Women and Sport Committee meeting in Bangkok, Thailand
© OCA



OCA special projects – 2012 Budget: USD 99,625

In 2012, the programme supported the Maldives NOC for the participation of its athletes in the 3rd Asian Beach Games and the 5th Children of Asia Sports Games held in Yakutia from 4 to 16 July. In order to encourage the NOCs, the OCA covered air tickets expenses for Cambodia, Nepal, Bhutan and Maldives. Earlier, the OCA President, Sheikh Ahmad Al Fahad Al Sabah, had signed an official document of support with the Organising Committee of the Children of Asia International Sports Games and the Russian Olympic Committee.

To show their appreciation of the OCA's efforts to promote the Games to the NOCs, a delegation from the Organising Committee attended the OCA Executive Board meeting in Macau in November to report on the success of the event. Thanks to the OCA and the NOCs, the organisers said, a total of 34 teams took part in the fifth edition of the Games, Yakutsk 2012, compared to 17 in the previous edition. The organisers will work closely with Asian sports federations to include the Games in their calendar for 2016 – a sign of the support and cooperation within the Asian sports movement at large for this worthy initiative.

The OCA regards the Children of Asia International Sports Games as a stepping-stone to the Asian Games, and also as a means to promote the Olympic values among the children of Asia. More and more NOCs are joining the Games as they grow in profile and prestige.

OCA meetings and OCA Standing Committee activities – 2012 Budget: USD 600,000

The OCA organised and/or participated in the following important events in 2012:

Type of meeting/event

- Visit to NOC Uzbekistan
- 1st Winter Youth Olympic Games, Innsbruck 2012
- 2nd Regional Anti-Doping Organisation Conference
- Inspection visit for hosting the Asian Centennial Games 2013
- Elective General Assembly of the NOC of Pakistan
- OCA Media Committee meeting
- Inspection visit to Vietnam
- Inspection visit to Phuket
- 5th IOC Conference on Women and Sport
- Olympasia Project (Track & Field stadium) inauguration
- Asian Games Fun Run
- Asian Games Fun Run
- Regional Anti-Doping Organisation meeting for SEA zone

Place

- Tashkent
- Innsbruck
- Kuwait
- Boracay
- Lahore
- Macau
- Hanoi
- Phuket
- Los Angeles
- Thimbu
- Ulaanbaatar
- New Taipei City
- Singapore



Syrian Olympic scholarship holder Bayan Jumah – Games of the XXX Olympiad in London
© Getty Images/Clive Rose

OCA Coordination Committee meeting in Incheon, Republic of Korea
© OCA

Type of meeting/event (cont.)

- OCA Advisory Committee Meeting
- OCA, COC & HABGOC working meeting
- 2nd Coordination Committee meeting
- OCA Medical & Anti-Doping Commission meeting
- 4th Coordination Committee meeting
- Inspection visit to Nanjing
- Asian Games Fun Run & Learn
- OS/OCA Regional Forum for West & Central Asian NOCs
- IOC/OCA Media Workshop for Women and Sport
- Asian Games Fun Run & Learn
- OS/OCA Regional Forum for South, South East & East Asian NOCs
- Olympic Values Education Programme (OVEP) seminar
- Asian Games Fun Run & Learn
- OS/OCA joint visit to NOC Myanmar
- NOC PAK/IOC/OCA joint meeting
- OCA Education Committee meeting
- OCA Sport for All Committee meeting
- OCA Information & Statistics Committee meeting
- OCA Culture Committee meeting
- OCA President's visit to NOC of Sri Lanka
- OCA Sports Committee meeting
- OCA Sports & Environment Committee meeting
- OCA Athletes' Committee meeting
- OCA Rules Committee meeting
- 61st OCA Executive Board meeting
- 3rd Coordination Committee meeting and invitation handover ceremony for 2nd Asian Youth Games, Nanjing 2013
- Asian Games Fun Run & Learn
- Evaluation Committee visit to 18th Asian Games Bidding Cities

- 5th Coordination Committee meeting
- OS/OCA NOC visit programme to Uzbekistan
- Asian Games Fun Run & Learn
- OCA Women & Sports Committee meeting
- OCA Peace through Sports Committee meeting
- OCA Finance Committee meeting
- OCA Advisory Committee meeting
- 62nd OCA Executive Board meeting
- 31st OCA General Assembly
- Chefs de Mission seminar for the 4th Asian Indoor and Martial Arts Games, Incheon 2013
- OCA International Relations Committee meeting
- Elective General Assembly of Afghanistan NOC

Place

- Bangkok
- Haiyang
- Nanjing
- Incheon
- Incheon
- Nanjing
- Muscat
- Muscat
- Muscat
- Kuala Lumpur
- Kuala Lumpur
- Kuala Lumpur
- Kish island
- Yangon
- Lausanne
- Dubai
- Dubai
- Dubai
- Dubai
- Colombo
- Haiyang
- Haiyang
- Haiyang
- Haiyang
- Haiyang

- Nanjing
- Beijing
- Surabaya, Hanoi,
- Dubai
- Incheon
- Tashkent
- Tashkent
- Bangkok
- Bangkok
- Macau
- Macau
- Macau
- Macau

- Incheon
- Bali
- Kabul

Report by
Husain Al Musallam,
Director General



Continental Programmes

The European Olympic Committees



Hungarian Olympic scholarship holder
Aron Szilagyi – Games of the
XXX Olympiad in London
© Getty Images/Quinn Rooney

Optimisation of direct support for NOCs



As in previous years, the EOC continued its policy of maximising direct support to NOCs and carefully managing expenditure with the aim of improving efficiency and keeping administrative and organisational costs as low as possible in order to free more funds for the NOCs. As a result of this strategy adopted over the quadrennial period, the EOC was able to increase the NOC activities lump sum from USD 60,000 in 2011 to USD 75,000 in 2012, at a time when the NOCs were particularly feeling the strain of the ongoing financial crisis.

An overview of the situation shows that:

- the EOC has been able to progressively increase the amount earmarked for NOC activities (funds that go directly to NOCs), which totalled 68% of expenditure in 2012, compared with an average of 58% for the whole quadrennial period;
- expenditure on Continental Games, another form of direct support to the NOCs, represented 2% of overall expenditure in 2012, although it should be remembered that there were no Games in 2012, whereas the percentage is around 15% in years in which there are Games;



Olympic Flame Relay organised
by the Slovakian NOC
© NOC of Slovakia

- expenditure on other activities, including meetings and EOC activities, was slightly lower than in previous years: 17% compared with an average of 18%. These figures, like the other cuts mentioned, do not represent a reduced service to the NOCs but are the result of tighter controls on expenditure;
- administrative costs represented 12% of expenditure in 2012, compared with an average of 14% for the quadrennial period. In other words, the EOC has been able to progressively reduce the administrative costs as a percentage of global expenditure.

As always, a great deal of work went into ensuring the continuing success of the European Youth Olympic Festival (EYOF), which is considered a crucial part of the EOC's activities.

In 2012, the EOC managed the Olympic Solidarity continental programmes with a budget of **USD 6,160,000**.

EOC

41st EOC General
Assembly in Rome, Italy
© EOC



EOC/EU Commission annual
meeting in Nicosia, Cyprus
© EOC



Administration – 2012 Budget: USD 867,000

The administrative budget is used to cover the running expenses of the EOC office in Rome (Italy) and part of those of the President's office in Dublin (Ireland). The EOC's secretariat in Rome handles organisational and administrative issues. A great deal of attention is given to technological developments, particularly in the fields of communication and office management. This strategy not only aims to reduce costs and improve efficiency, but also has an environmental objective, as it allows for considerable cuts in the use of paper and printers, as well as in energy consumption, thanks to the installation of efficient lighting and heating.

Meetings – 2012 Budget: USD 390,000

As well as its two institutional meetings, in 2012 the EOC held an extraordinary General Assembly in Moscow (Russian Federation) alongside the ANOC General Assembly, which led to some additional cost under this item. As for the two annual institutional meetings, the 2012 Seminar took place in Budapest (Hungary) from 26 to 28 April. Participating NOCs received a subsidy of USD 1,000 each, thanks to savings made on organisational costs. The 2012 General Assembly, originally scheduled to take place in Eilat (Israel), was moved to Rome at the eleventh hour and took place on 7 and 8 December. This unexpected change generated considerable additional costs that had not been budgeted for. Despite the considerable logistical problems caused by the change, this Assembly went very well and will be remembered as the one that gave the green light to the European Games. The next General Assembly, which will be an elective Assembly, will again be held in Rome (Italy) in November, and the Seminar, which in 2013 will again be run jointly with Olympic Solidarity, will take place in San Marino in mid-May.

Continental activities – 2012 Budget: USD 770,000

This area covers all the EOC's management meetings, including the Executive Committee, the Commissions, the EOC/EU office in Brussels, communications and publications, and other meetings. All the planned meetings took place. The Commissions are working well and producing interesting results, each in its own field: EYOF, EU, Culture and Olympic Education, Medical and Anti-Doping, International Relations, 2009 Olympic Congress, Youth and Sport for All. It should be noted that the European Games Feasibility Study Group carried out a great deal of fruitful and important work,



Czech Olympic scholarship holder and triathlete Vendula Frintova (white helmet) – Games of the XXX Olympiad in London
© Getty Images/Miguel Medina - iOPP Pool



Workshop in Georgia
© NOC of Georgia

culminating in the European NOCs' decision to launch the European Games, the first edition of which will take place in Baku (Azerbaijan) in 2015. It should also be noted that the EOC has decided to set up a Women and Equality in Sport Commission, which will begin its activity in 2013.

Continental and Regional Games – 2012 Budget: USD 145,000

This heading includes the EYOF and the Games of the Small States of Europe (GSSE) and, as there were no Games in 2012, the small amount of expenditure shown concerned preparations for the 2013 and future editions. Given the considerable expansion of the EYOF, the support team has been extended to include a full-time EYOF Manager, who works in close contact with the EOC EYOF Commission and the Coordination Commissions, all staffed by highly dedicated and motivated volunteers.

NOC activities – 2012 Budget: USD 3,988,000

In 2012, the NOC activities programme was funded with a lump sum of USD 75,000 for each NOC, an increase of 25% compared with 2011. As for the Special Activities fund, in 2012 the EOC supported 37 NOCs with a total budget of USD 1,100,000, a 10% increase on the previous year. The European NOCs particularly appreciated the eclectic and flexible nature of the Special Activities programme, which allowed them to cover a wide range of needs that could not be catered for under other programmes.

NOC Type of special activities carried out

- ALB Support to Albanian Athletics and Shooting Federations.
- AND Olympic Games training camps, medical checks, sports equipment for Olympic Games.
- BIH Upgrading of technical equipment and creation of a conference room at the NOC headquarters.
- BEL Multisports training camp for Belgian junior team – Mulhouse/Vittel.
- BUL Youth Olympic Festival Albena 2012 "To find the Olympic Hopes of Bulgaria".
- CRO Production of TV show "What are we eating?".
- CYP Upgrading of Olympic Museum, replacement of photocopiers in the Olympic House.
- CZE Golden book on Czech Olympism, Pre-Olympic basketball tournament.
- DEN Pre-Olympic athletes' seminar for Danish Olympic team athletes, coaches and NOC staff.
- ESP Centenary of the Spanish Olympic Committee (upgrading of NOC website).
- EST 2012 award ceremony for Estonian athletes.
- GBR Ambition Programme for athletes and coaches.
- GEO Restoration of technical part of the Georgian Olympic Museum, Pre-Olympic Games medical research.
- GER "Olympic Education in Europe: National Experience-International Perspective", 19-21 October 2012.

EOC

Youth Olympic Festival
in Bulgaria
© NOC of Bulgaria



The Prime Minister of the Republic of Moldova, Vladimir Filat, rewards Zalina Marghieva for her 8th place (hammer throw) at the London Games
© NOC of the Republic of Moldova



NOC Type of special activities carried out (cont.)

- GRE Upgrading of call centres at the HOC headquarters, Panathenaic Stadium and Olympic swimming pool.
- HUN Series of special events related to London Olympic Games.
- IRL Post-London 2012 review and conference, equipment upgrade at the NOC office.
- ISR Celebrating 20 years since Israel's first Olympic medals, 15-18 March 2012.
- ITA International conference for technical sport directors.
- LAT NOC of Latvia's 90th anniversary.
- LTU Medical examination and doping controls for London Olympic Games.
- LUX Olympic delegation equipment.
- MDA Team uniforms, Sport Plus newspaper, Olympic Gala, Best Athletes' Award, national federation support.
- MLT Upgrading of the NOC museum.
- MKD Sportswear for the London 2012 Olympic team.
- MNE Support for National Federations and NOC office running costs.
- NED Celebrating talent "the Royal way".
- NOR Endurance training camp for national winter sports teams (7-11 May 2012).
- POR Olympic Magazine and short Olympic TV series.
- ROU Upgrading of IT hardware and software, extra support for Brasov EYOF.
- SLO Anti-doping measures, visit to Olympic venues, organisation of seminar.
- SMR Purchase of two airdomes (PVC) for winter tennis training.
- SRB Modernisation of NOC Executive Board meeting, publication for Women and Sport seminar, young athletes' educational camp.
- SVK NOC publications, Olympic education, Olympic torch relay.
- SUI Preparation for London Olympic Games.
- TUR Free sports school.

EOC



Olympic scholarship holder
Mariya Stadnyk of Azerbaijan
(in blue) – Games of the
XXX Olympiad in London
© Getty Images/Lars Baron



New conference room of the
NOC of Bosnia Herzegovina
© NOC of Bosnia Herzegovina



Italian Olympic scholarship holder
Carlo Molfetta (in red) – Games
of the XXX Olympiad in London
© Getty Images/Julian Finney

Report by
Patrick J. Hickey,
President



Continental Programmes Oceania National Olympic Committees



Olympic scholarship holder
Tuau Lapua of Tuvalu – Games of the
XXX Olympiad in London
© Getty Images/Laurence Griffiths

Review of ONOC general accounting and management procedures



The Secretary General's office, based in Guam, is responsible for the disbursement of Olympic Solidarity payments to ONOC members. The technical secretariat is based at new premises just outside the central business district in Suva, Fiji.

Following a review of ONOC's financial management procedures by a local consultant, ONOC's Suva office recruited an accounts officer, whose key responsibilities are to oversee the general accounting of ONOC activities, ensure that financial reports are accurate and prepared on time, and ensure that adequate controls are in place in relation to systems and administrative processes within ONOC and its programmes.

ONOC manages all the continental programmes and the related funds with a budget of **USD 3,549,500**, as well as the "Regional Forums" and "NOC Administration Development" world programmes.

ONOC



Tonga-Australia rugby match – Australian Youth Olympic Festival
© ONOC



Basketball course in the Marshall Islands
© ONOC

ONOC administration, meetings and assemblies – 2012 Budget: USD 800,000

The funds allocated to this programme are earmarked for the general running and maintenance of the ONOC offices in Guam and Fiji, as well as the cost of organising annual General Assemblies, Secretaries General meetings, Executive Committee meetings and other meetings considered necessary for the proper administration of ONOC. The 2012 annual General Assembly was held in Moscow on 11 March and Executive Committee meetings were also held in Moscow on 10 March and in Macau on 7 November.

Oceania Sports Information Centre (OSIC) – 2012 Budget: USD 70,000

Based at the University of the South Pacific in Suva since 1997, OSIC essentially acts as an information and archive centre for the Pacific Games. OSIC also provides information on sports on request to ONOC, NOCs and other stakeholders in the region. The funds allocated to it through this programme are used for the development and running of its operations.

Olympoceania – 2012 Budget: USD 150,000

The purpose of this programme is to help the NOCs to obtain permanent headquarters and establish income-generating programmes that enable them to assign some of these funds to the establishment of appropriate sports development structures. NOCs whose projects have been approved by ONOC may receive an additional USD 30,000 from Daimler Chrysler.

The most serious obstacle to the launch of projects in NOCs is the difficulty of obtaining approval to purchase or lease land. NOCs with programmes currently being finalised include the Cook Islands and the Federated States of Micronesia.

ONOC

Judo training camp before
the London Games
in Kendall, Great Britain
© ONOC



Badminton course
in Tonga
© ONOC



Regional projects – 2012 Budget: USD 850,000

Collaboration with regional sports federations: ONOC has budgeted for support grants to IFs/members of the Olympic sports federations of Oceania to assist with their development activities in the region and the running of regional training centres. To be eligible for these grants, IFs have to provide their four-year development plan as well as financially contribute to their programmes. ONOC collaborated with the badminton, baseball, hockey, rugby, softball, swimming, table tennis, tennis and weightlifting federations in 2012.

Oceania Sport Education Programme (OSEP): OSEP is seen by the ONOC Executive Committee as the basis of sports development throughout the region. OSEP is a key part of ONOC's strategy to raise the standard of sports education. The objectives are to train personnel to deliver sports administration and sports science programmes to ONOC's stakeholders; to monitor the organisation and effectiveness of these programmes and, finally, to report regularly to the ONOC executive. To be effective, OSEP closely collaborates with ONOC, the Olympic Sports Federation of Oceania (OSFO), the Australian Sports Commission (ASC), NOCs, Pacific Island Forum countries and the University of the South Pacific. ONOC has endorsed the creation of a sports development pathway for Sports Development Officers from national federations and NOCs to help the OSEP coordinator to effectively deliver an expanding range of programmes.

Sporting Pulse: This Melbourne-based company receives an annual support grant of USD 50,000 for the ongoing development of the oceaniaspport.com web portal, NOC and national federation websites and competition and Games management software. Future plans include the use of the portal to deliver the Oceania Sport Education Programme.

IF/NOC technical experts: On the basis of experts' reports and claims submitted by the relevant IFs, reimbursements are made for course experts' travel and per diems. Official project-related travel and per diem costs for ONOC staff are also covered by this budget.

ONOC



New Zealand Olympic scholarship holders Peter Burling (right) and Blair Tuke – Games of the XXX Olympiad in London
© Getty Images / Clive Mason

Laser radial competitor Helema Williams of the Cook Islands and Anne Tierney of the National Sailing Federation
© ONOC

Continental, regional, sub-regional and national Games – 2012 Budget: USD 174,500

A support grant of USD 25,000 is paid annually to the Organising Committees of the Pacific Mini Games and Pacific Games. A support grant of USD 50,000 is now being provided to the New Zealand NOC for its Winter Games, the next edition of which will be held in August 2013. An annual grant of USD 50,000 is given to the Australian NOC to assist in the hosting of the Australian Youth Olympic Festival (AYOF). The next edition of the AYOF is due to be held in Sydney from 6 to 20 January 2013.

This programme also provides USD 40,000 of funding to NOCs over an Olympiad for the organisation of national multisport Games. Assistance is also provided for sub-regional Games such as the Micronesian Games, which are held every four years. ONOC offers support services to member NOCs and organising committees for regional and international multisport events from this budget.

Women in Sport Commission – 2012 Budget: USD 30,000

Projects submitted by the NOCs and endorsed by the ONOC Women in Sport Commission, as well as the Commission's meetings and activities, receive financial support through this programme.

Athletes' Commission – 2012 Budget: USD 30,000

Projects submitted by the NOCs and endorsed by the ONOC Athletes' Commission, as well as the Commission's meetings and activities, receive financial support through this programme. This programme also funds the Voices of the Athletes programme staged jointly by the ONOC Athletes' Commission, the Oceania Regional Anti-Doping Organisation (ORADO) and the STOP HIV programme at multisport events and IF championships held in the region.

Regional Development – 2012 Budget: USD 340,000

This programme is designed to help NOCs to recruit development and administration officers, pay equipment grants and assist with specific projects at the request of the NOCs. This budget also helped to fund the new USA scholarship programme, which is jointly supported by ONOC and the Melbourne-based Oceania Foundation.

ONOC

Fijian athlete Leslie Copeland, javelin thrower, during the training camp before the London Games in Preston, Great Britain
© The Reporters Academy



Oceania junior basketball championship
© ONOC



NOC national activity programmes – 2012 Budget: USD 1,105,000

Each NOC in Oceania can apply for an annual grant of USD 65,000 in order to develop its own projects and other activities, such as technical courses for coaches and athletes. Subject to ONOC guidelines and approval, NOCs can use this money in a number of ways. The ONOC secretariat liaises directly with the NOCs in order to help them finalise their respective activity programmes and to organise the financial management of these programmes. The 17 NOCs in Oceania scheduled a total of 107 technical programmes and activities funded by the 2012 budget. The drop in the number of activities in 2012 reflected a focus by many NOCs on Olympic Games preparations in a limited number of sports. As at 31 December 2012, ONOC had received 38 reports (36%) on completed activities.

NOC Type of activities carried out

- ASA Pacific Games participation.
- AUS Coaching courses in wrestling and ice hockey; high performance workshop in badminton; high performance support in archery; training camp in alpine skiing.
- COK Olympic preparation in athletics, canoeing, sailing and swimming.
- FIJ Pacific Mini Games preparation; courses in cycling, swimming and table tennis; programme in basketball; workshops for Team Fiji.
- FSM Programmes in baseball, swimming, taekwondo and tennis; State Games; support to national federations; meetings and workshops.
- GUM Olympic Games preparations; ORADO contribution.
- KIR Programme in basketball; Olympic qualifying tournament in table tennis; Oceania weightlifting championships in Samoa; travel of weightlifters to Melbourne, Noumea and Oceania championships; sports development officers (SDOs).
- MHL Programme in athletics; coach development programme in weightlifting; swimming camp in Fiji; Oceania swimming championships; swimming World Championships; Oceania weightlifting championships; coaching clinic in basketball; Ralik/Ratak tournament; SDOs in athletics; workshops.
- NRU Programmes in boxing, table tennis and weightlifting; women in sport; Olympics; MEMOS.
- NZL Programmes in gymnastics and ice skating; snow sports coaching forum; Alpine skiing talent identification and coach forum; volleyball coach educators conference; handball youth coaching seminar; canoe racing coaching programme.
- PLW Programmes in archery, athletics, baseball, basketball, football, softball, swimming, table tennis, tennis, triathlon, volleyball, weightlifting and wrestling; support to the national federations and national team.
- PNG Programmes in athletics, beach volleyball, boxing, football, judo, swimming, taekwondo and weightlifting; funds for athletics, rugby 7s and weightlifting.
- SAM Olympic Games preparations; ORADO contribution; Olympic team expenses.



Olympic scholarship holder Manuel Minginfel of the Federated States of Micronesia – Games of the XXX Olympiad in London
© Getty Images / Laurence Griffiths

The participants in the “OSEP Community Educators” training course in Fiji
© ONOC



Networking session after the ONOC General Assembly
© ONOC

NOC Type of activities carried out (cont.)

- SOL Technical course in table tennis; IT course; programme in junior sports; programmes in athletics and tennis for juniors; technical officiating training in volleyball; weightlifting in Noumea; SDOs; Oceania boxing championships.
- TGA Programmes in athletics, badminton, boxing, rugby 7s, swimming, taekwondo, table tennis, tennis, and weightlifting; support to the national federations; ORADO contribution.
- TUV Travel of weightlifters to Noumea, Melbourne, London and Oceania championships; Olympic delegation expenses; tennis scholarship.
- VAN Programme in tennis for juniors; Olympic qualifier in table tennis; SDOs' salaries; NOC management consultant.

Report by
Dennis Miller,
Executive Director





PLANNING YOUR TRAJECTORY



Subsidies and special assistance for the Olympic Games



London Olympic Park
© Getty Images / Christof Koeppel

Additional financial assistance allocated in three stages

The Olympic Games Subsidies programme is intended to help the NOCs to participate in the Games of the Olympiad and the Olympic Winter Games. The financial assistance provided has two quite different yet complementary objectives: to help foster the universal spirit of the Olympic Games by guaranteeing the participation of all NOCs, and to give additional support to NOCs which contribute to the development and success of the Games.

This financial assistance is given in three phases:

- **Before the Games:** travel expenses for one person to attend the meeting between the Chefs de Mission and the Organising Committee for the Olympic Games (OCOG).
- **During the Games:** travel expenses for a number of athletes and officials, subsidy for logistical expenses and subsidy towards the transport and accommodation of NOC Presidents and Secretaries General.
- **After the Games:** subsidy to the NOCs for their participation in, and their contribution to, the success of the Games.

Games of the XXX Olympiad in London



Opening Ceremony –
Games of the XXX Olympiad
in London
© Getty Images/Stu Forster



The Olympic Torch
© Getty Images/Dan Kitwood

All NOCs present at this important gathering

The Games of the XXX Olympiad, held in London from 27 July to 12 August, will go down in history as an unforgettable edition for several reasons, particularly the fantastic atmosphere in the venues and the friendliness of the volunteers. **More than 10,500 athletes representing the 204 NOCs recognised by the IOC took part in the competitions in 26 sports.**

All the NOCs therefore received specific assistance thanks to the Olympic Solidarity subsidies, which were higher than for previous editions. Before the start of the Games, each NOC received a subsidy of USD 32,000. This sum represented a contribution towards logistical expenses (USD 14,000), as well as the travel and accommodation costs of the NOC President and Secretary General (USD 9,000 each). On presentation of receipts, Olympic Solidarity also reimbursed the travel costs for up to six athletes and two officials per NOC. Finally, after the Games were over, the NOCs received a subsidy for their contribution to the success of the Games, calculated on the basis of USD 2,000 per competing athlete, using the official figures.

As a result, Olympic Solidarity allocated the NOCs a budget of USD 33 million, which is in fact part of the 2013–2016 quadrennial plan, but was paid in 2012. The financial assistance for London 2012 comes from the income generated by sale of the television rights for the same Games, which constitute a source of income for the development of the 2013–2016 quadrennial plan.

In addition, given the difficult global economic context, the Olympic Solidarity Commission decided to allocate special one-off assistance of USD 100,000 to each of the 204 NOCs, making a total of USD 20,400,000. This sum was to help the NOCs prepare their teams and their athletes for the Olympic Games in London.

Games of the XXX Olympiad in London

Swimming event – Games of the XXX Olympiad in London

© Getty Images/Clive Rose



Opening Ceremony – Games of the XXX Olympiad in London

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Participating athletes in the Games of the XXX Olympiad in London by NOC

Africa NOC	Athletes	Africa NOC	(cont.) Athletes	America NOC	Athletes	America NOC	(cont.) Athletes
ALG	39	MRI	11	ANT	4	PUR	25
ANG	33	MTN	2	ARG	138	SKN	4
BDI	6	NAM	9	ARU	4	SUR	5
BEN	5	NGR	49	BAH	21	TTO	25
BOT	4	NIG	6	BAR	6	URU	29
BUR	5	RSA	126	BER	8	USA	531
CAF	6	RWA	7	BIZ	3	VEN	68
CGO	7	SEN	32	BOL	5	VIN	3
CHA	2	SEY	6	BRA	250	Total	2,008
CIV	9	SLE	2	CAN	275		
CMR	33	SOM	2	CAY	4		
COD	4	STP	2	CHI	35		
COM	3	SUD	6	COL	102		
CPV	3	SWZ	3	CRC	11		
DJI	4	TAN	6	CUB	109		
EGY	114	TOG	6	DMA	2		
ERI	12	TUN	84	DOM	33		
ETH	33	UGA	15	ECU	36		
GAB	24	ZAM	7	ESA	10		
GAM	2	ZIM	7	GRN	8		
GBS	4	Total	898	GUA	19		
GEQ	2			GUY	6		
GHA	7			HAI	5		
GUI	4			HON	27		
KEN	47			ISV	7		
LBA	4			IVB	2		
LBR	3			JAM	45		
LES	4			LCA	4		
MAD	7			MEX	101		
MAR	65			NCA	6		
MAW	3			PAN	8		
MLI	6			PAR	8		
MOZ	6			PER	16		



The marathon passes in front of Big Ben – Games of the XXX Olympiad in London
© Getty Images /Ezra Shaw



Hockey match – Games of the XXX Olympiad in London
© Getty Images /Daniel Berehulak

Asia NOC	Athletes	Asia NOC	(cont.) Athletes	Europe NOC	(cont.) Athletes	Oceania NOC	Athletes
AFG	6	SRI	7	GBR	534	ASA	5
BAN	5	SYR	9	GEO	34	AUS	406
BHU	2	THA	37	GER	384	COK	8
BRN	12	TJK	16	GRE	102	FIJ	9
BRU	3	TKM	10	HUN	152	FSM	6
CAM	6	TLS	2	IRL	64	GUM	8
CHN	373	TPE	44	ISL	27	KIR	3
HKG	41	UAE	27	ISR	37	MHL	4
INA	20	UZB	53	ITA	281	NRU	2
IND	81	VIE	18	LAT	45	NZL	183
IRI	52	YEM	4	LIE	3	PLW	5
IRQ	8	Total	1,757	LTU	62	PNG	8
JOR	9			LUX	9	SAM	8
JPN	293	Europe NOC	Athletes	MDA	20	SOL	4
KAZ	115	ALB	9	MKD	4	TGA	3
KGZ	14	AND	6	MLT	5	TUV	3
KOR	247	ARM	24	MNE	33	VAN	5
KSA	18	AUT	70	MON	6	Total	670
KUW	10	AZE	52	NED	173		
LAO	3	BEL	111	NOR	61		
LIB	10	BIH	6	POL	210		
MAS	29	BLR	161	POR	77		
MDV	5	BUL	63	ROU	105		
MGL	29	CRO	107	RUS	430		
MYA	6	CYP	13	SRB	116		
NEP	5	CZE	133	SLO	65		
OMA	3	DEN	114	SMR	4		
PAK	21	ESP	281	SUI	99		
PHI	11	EST	32	SVK	47		
PLE	5	FIN	56	SWE	136		
PRK	53	FRA	325	TUR	112		
QAT	12			UKR	230		
SIN	23			Total	5,230		

Abbreviations

NOC Associations

ANOC	Association of National Olympic Committees
ANOCA	Association of National Olympic Committees of Africa
PASO	Pan-American Sports Organisation
OCA	Olympic Council of Asia
EOC	The European Olympic Committees
ONOC	Oceania National Olympic Committees

International Federations

Sports on the programme of the XXI Olympic Winter Games in Vancouver in 2010

Biathlon	IBU	International Biathlon Union
Bobsleigh	FIBT	Fédération Internationale de Bobsleigh et de Tobogganing
Curling	WCF	World Curling Federation
Ice Hockey	IIHF	International Ice Hockey Federation
Luge	FIL	International Luge Federation
Skating	ISU	International Skating Union
Skiing	FIS	International Ski Federation

Sports on the programme of the Games of the XXX Olympiad in London in 2012

Aquatics	FINA	Fédération Internationale de Natation
Archery	WA	World Archery Federation
Athletics	IAAF	International Association of Athletics Federations
Badminton	BWF	Badminton World Federation
Basketball	FIBA	International Basketball Federation
Boxing	AIBA	International Boxing Association
Canoeing	ICF	International Canoe Federation
Cycling	UCI	International Cycling Union
Equestrian	FEI	Fédération Équestre Internationale
Fencing	FIE	Fédération Internationale d'Escrime
Football	FIFA	Fédération Internationale de Football Association
Gymnastics	FIG	International Gymnastics Federation
Handball	IHF	International Handball Federation
Hockey	FIH	International Hockey Federation
Judo	IJF	International Judo Federation
Modern Pentathlon	UIPM	Union Internationale de Pentathlon Moderne
Rowing	FISA	International Rowing Federation
Sailing	ISAF	International Sailing Federation
Shooting	ISSF	International Shooting Sport Federation
Table tennis	ITTF	The International Table Tennis Federation
Taekwondo	WTF	World Taekwondo Federation
Tennis	ITF	International Tennis Federation
Triathlon	ITU	International Triathlon Union
Volleyball	FIVB	International Volleyball Federation
Weightlifting	IWF	International Weightlifting Federation
Wrestling	FILA	International Federation of Associated Wrestling Styles

Abbreviations

National Olympic Committees

Africa (53 NOCs)

RSA	South Africa
ALG	Algeria
ANG	Angola
BEN	Benin
BOT	Botswana
BUR	Burkina Faso
BDI	Burundi
CMR	Cameroon
CPV	Cape Verde
CAF	Central African Republic
COM	Comoros
CGO	Congo
COD	Democratic Republic of the Congo
CIV	Côte d'Ivoire
DJI	Djibouti
EGY	Egypt
ERI	Eritrea
ETH	Ethiopia
GAB	Gabon
GAM	Gambia
GHA	Ghana
GUI	Guinea
GBS	Guinea-Bissau
GEQ	Equatorial Guinea
KEN	Kenya
LES	Lesotho
LBR	Liberia
LBA	Libya
MAD	Madagascar
MAW	Malawi
MLI	Mali
MAR	Morocco
MRI	Mauritius
MTN	Mauritania
MOZ	Mozambique
NAM	Namibia
NIG	Niger
NGR	Nigeria
UGA	Uganda
RWA	Rwanda
STP	Sao Tome and Principe
SEN	Senegal
SEY	Seychelles
SLE	Sierra Leone
SOM	Somalia
SUD	Sudan
SWZ	Swaziland
TAN	United Republic of Tanzania
CHA	Chad
TOG	Togo
TUN	Tunisia
ZAM	Zambia
ZIM	Zimbabwe

America (41 NOCs)

ANT	Antigua and Barbuda
ARG	Argentina
ARU	Aruba
BAH	Bahamas
BAR	Barbados
BIZ	Belize
BER	Bermuda
BOL	Bolivia
BRA	Brazil
CAY	Cayman Islands
CAN	Canada
CHI	Chile
COL	Colombia
CRC	Costa Rica
CUB	Cuba
DOM	Dominican Republic
DMA	Dominica
ESA	El Salvador
ECU	Ecuador
USA	United States of America
GRN	Grenada
GUA	Guatemala
GUY	Guyana
HAI	Haiti
HON	Honduras
JAM	Jamaica
MEX	Mexico
NCA	Nicaragua
PAN	Panama
PAR	Paraguay
PER	Peru
PUR	Puerto Rico
SKN	Saint Kitts and Nevis
LCA	Saint Lucia
VIN	Saint Vincent and the Grenadines
SUR	Suriname
TRI	Trinidad and Tobago
URU	Uruguay
VEN	Venezuela
IVB	Virgin Islands, British
ISV	Virgin Islands, US

Asia (44 NOCs)

AFG	Afghanistan
KSA	Saudi Arabia
BRN	Bahrain
BAN	Bangladesh
BHU	Bhutan
BRU	Brunei Darussalam
CAM	Cambodia
CHN	Peoples's Republic of China
KOR	Republic of Korea
UAE	United Arab Emirates

HKG Hong Kong, China
 IND India
 INA Indonesia
 IRI Islamic Republic of Iran
 IRQ Iraq
 JPN Japan
 JOR Jordan
 KAZ Kazakhstan
 KGZ Kyrgyzstan
 KUW Kuwait
 LAO Lao People's Democratic Republic
 LIB Lebanon
 MAS Malaysia
 MDV Maldives
 MGL Mongolia
 MYA Myanmar
 NEP Nepal
 OMA Oman
 UZB Uzbekistan
 PAK Pakistan
 PLE Palestine
 PHI Philippines
 QAT Qatar
 PRK Democratic People's Republic of Korea
 SIN Singapore
 SRI Sri Lanka
 SYR Syrian Arab Republic
 TJK Tajikistan
 TPE Chinese Taipei
 THA Thailand
 TLS Democratic Republic of Timor-Leste
 TKM Turkmenistan
 VIE Vietnam
 YEM Yemen

Europe (49 NOCs)

ALB Albania
 GER Germany
 AND Andorra
 ARM Armenia
 AUT Austria
 AZE Azerbaijan
 BLR Belarus
 BEL Belgium
 BIH Bosnia and Herzegovina
 BUL Bulgaria
 CYP Cyprus
 CRO Croatia
 DEN Denmark
 ESP Spain
 EST Estonia
 MKD The Former Yugoslav Republic
 of Macedonia
 FIN Finland

FRA France
 GEO Georgia
 GBR Great Britain
 GRE Greece
 HUN Hungary
 IRL Ireland
 ISL Iceland
 ISR Israel
 ITA Italy
 LAT Latvia
 LIE Liechtenstein
 LTU Lithuania
 LUX Luxembourg
 MLT Malta
 MDA Republic of Moldova
 MON Monaco
 MNE Montenegro
 NOR Norway
 NED Netherlands
 POL Poland
 POR Portugal
 ROU Romania
 RUS Russian Federation
 SMR San Marino
 SRB Serbia
 SVK Slovakia
 SLO Slovenia
 SWE Sweden
 SUI Switzerland
 CZE Czech Republic
 TUR Turkey
 UKR Ukraine

Oceania (17 NOCs)

AUS Australia
 COK Cook Islands
 FIJ Fiji
 FSM Federated States of Micronesia
 GUM Guam
 KIR Kiribati
 MHL Marshall Islands
 NRU Nauru
 NZL New Zealand
 PLW Palau
 PNG Papua New Guinea
 SOL Solomon Islands
 SAM Samoa
 ASA American Samoa
 TGA Tonga
 TUV Tuvalu
 VAN Vanuatu

204 National Olympic Committees
are recognised by the IOC



Listening to you!

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Published by Olympic Solidarity

Picture credits:

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Illustrations: Olympic Solidarity, IOC

Graphic ideas and production: Créatique, Alexandre Piccand, CH-1004 Lausanne

Photolithography and printing: Courvoisier Arts graphiques SA, CH-2501 Bienne

Printed in Switzerland ISBN: 978-92-9149-151-3





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